Sustainable Growth, Shared Future

PTG ENERGY PUBLIC COMPANY LIMITED

Sustainability Report 2025

S&P Global

PTG Energy Public Company Limited
Retailing

Sustainability Yearbook Member

Corporate Sustainability Assessment (CSA) 2025

62/100

FTSE RUSSELL
An LSEG Business

ESG Score: 4.2
ICB Supersector: Retail
Percentile rank: 89

Rated
MORNINGSTAR | SUSTAINALYTICS

ESG Risk Rating

Medium Risk

NEGL | LOW | MED | HIGH | SEVERE
0-10 | 10-20 | 20-30 | 30-40 | 40+

SET AAA
ESG Ratings 2025

Powering Lives,
Driving Sustainable Growth
Toward a Shared Future

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About This Report

PTG Energy Public Company Limited **(“the Company”)** has prepared its Sustainability Report for the seventh consecutive year. The objective of this report is to disclose the Company’s sustainability management approach and its environmental, social, and governance (ESG) performance, providing transparency to stakeholders and other interested parties. This Sustainability Report covers the Company’s performance from January 1, 2025 to December 31, 2025.

Reporting Framework

The 2025 Sustainability Report has been prepared in accordance with the Global Reporting Initia-tive (GRI) Standards, including GRI Foundation 2021, GRI 2 (General Disclosures 2021), GRI 3 (Material Topics 2021), and GRI 11 (Oil and Gas Sector 2021). These standards are aligned with the nature of the Company’s operations in the oil and energy industry. The report also presents per-formance in relation to the United Nations Sustainable Development Goals (SDGs), reflecting the Company’s commitment to achieving balanced economic, social, and environmental development while meeting the needs and expectations of all stakeholder groups.

Data Restatement

During the reporting period, the Company restated certain historical data to enhance accuracy, completeness, and consistency with the GRI Standards. These adjustments primarily resulted from improvements in data collection boundaries and refinements to calculation methodologies for selected indicators. Consequently, some figures disclosed in the previous year’s Integrated Sustaina-bility Report have been slightly revised. However, these changes do not materially affect overall performance trends, the Company’s organizational overview, or the strategic conclusions presented in the prior report.

External Assurance

The Company’s 2025 Integrated Sustainability Report has been independently reviewed and assured by an external third-party organization to verify the accuracy, completeness, and reliability of the disclosed information. The scope of assurance covered both quantitative and qualitative disclosures on material topics in accordance with the GRI Standards, including GRI 2: General Disclosures 2021, GRI 3: Material Topics 2021, and GRI 11: Oil and Gas Sector 2021. The assurance engagement was conducted at the Limited Assurance level in accordance with internationally recognized assurance standards.Based on the procedures performed and the evidence obtained, no material exceptions were identified. In the opinion of the external assurance provider, the information disclosed in the report is fairly presented, in all material respects, and is in accordance with the applicable reporting criteria and standards.

In addition, the Company has obtained certifications for Quality Management Systems (ISO 9001:2015), Occupational Health and Safety Management Systems (ISO 45001:2018), and Environmental Management Systems (ISO 14001:2015) covering the receipt, storage, and distribution of fuel products at nine oil depots. These certifications represent 100% coverage of PTG’s oil depot operational sites.

Contact Information

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This Sustainability Report has been prepared as a supplementary document to Form 56-1 One Re-port for 2025 of PTG Energy Public Company Limited. Stakeholders may access and download this report via the Company’s websites at www.ptgenergy.co.th and www.sustainability.ptgenergy.co.th.

Reader Feedback Survey

Readers are invited to scan the QR code to provide comments, suggestions, and feedback on the 2025 Sustainability Report. The Company will use this feedback to enhance and further improve the quality and effectiveness of its sustainability reporting in subsequent years

Scope of Reporting

This report covers PTG Energy Group companies and entities in which PTG holds at least a 75% shareholding or exercises control.

No.	Business Group/Company	Energy	GHG Emission	Water	Waste	Air Emission	OHS	Human Rights	Diversity and Equal Opportunity
	PTG Energy Pcl. (Headquarter)	✓	✓	✓	✓	✓	✓	✓	✓
1. Fuel Business and Retail Business									
1.1	PTG Energy Pcl.	✓	✓	✓	✓	✓	✓	✓	✓
1.2	Petroleum Thai Corporation Co., Ltd.	✓	✓	✓	✗	✗	✓	✓	✓
1.3	Pyramid Oil Co., Ltd.	○	○	○	○	○	○	○	○
1.4	Alpine Oil Co., Ltd.	○	○	○	○	○	○	○	○
1.5	Empire Oil Co., Ltd.	○	○	○	○	○	○	○	○
1.6	Everest Oil Co., Ltd.	○	○	○	○	○	○	○	○
1.7	BPTG Co., Ltd.	✓	✓	✓	✗	✗	✗	✓	✗
2. LPG Business									
2.1	Atlas Energy Pcl.	The reporting scope has been separated from PTG Energy Public Company Limited following the listing of Atlas Energy Public Company Limited on the Stock Exchange of Thailand (SET) on 20 October 2025.							
	- Olympus Oil Co., Ltd.								
3. Renewable Energy Business									
3.1	PTG Green Energy Co., Ltd.	✗	✗	✗	✗	✗	✓	✗	✓
	- Max Venture Co., Ltd.	✗	✗	✗	✗	✗	✗	✗	✗
	- Palangngan Pattana 5 Co., Ltd.	✗	✗	✗	✗	✗	✗	✗	✗
	- Clean Community Co., Ltd.	✗	✗	✗	✗	✗	✗	✗	✓
3.2	PPP Green Complex Pcl.	○	○	○	○	○	○	✓	○
3.3	Thai Paiboon Equipment Co., Ltd.	○	○	○	○	○	○	○	○
4. Food and Beverage Business									
4.1	Punthai Coffee Co., Ltd.	✗	✗	✗	✗	✗	✓	✓	✓
	- GFA Corporation (Thailand) Co., Ltd.	✗	✗	✗	✗	✗	✓	✓	✓
	- GOLUCK Co., Ltd.	✗	✗	✗	✗	✗	✓	✗	✓
	- GOSUBWAY Co., Ltd.	✗	✗	✗	✗	✗	✓	✗	✓
	- Punthai Boat Noodles Co., Ltd.	✗	✗	✗	✗	✗	✗	✗	✗
4.2	Jitramas Co., Ltd.	✗	✗	✗	✗	✗	✗	✗	✗
	- Whole Gain Co., Ltd	○	○	○	○	○	○	○	✓
4.3	Greenovate Co., Ltd.	○	○	○	○	○	○	○	○
5.Logistics and Warehouse Business									
5.1	PTG Logistics Co., Ltd.	✓	✓	✓	✓	✗	✓	✓	✓
	- AMA Marine Pcl	○	○	○	○	○	○	○	○
	- Threesixty Supply Chain Company Limited	○	○	○	○	○	○	○	○
6.System and Equipment Management Business									
6.1	Empire Service Solution Co., Ltd.	✗	✗	✗	✗	✗	✗	✗	✗
6.2	Innoligent Automation Co., Ltd.	✗	✗	✗	✗	✗	✗	✗	✗
7. Auto Care Services Business									
7.1	Siam Autobacs Co., Ltd.	✗	✗	✗	✗	✗	●	✓	✗
8. Electronic Money (e-Money) Business									
8.1	Max Card Co., Ltd.	✗	✗	✗	✗	✗	✓	✗	✓
8.2	Max Solution Service Co., Ltd.	●	✗	●	●	✗	✓	✓	✓
8.3	MAX Me Corp Co., Ltd.	✗	✗	✗	✗	✗	✓	✗	✓
	- Max Alphabet Co., Ltd.	○	○	○	○	○	○	○	✓
8.4	Maxbit Digital Asset Co., Ltd.	○	○	○	○	○	○	○	○
8.5	Paisan Capital Co.,Ltd.	○	○	○	○	○	○	○	○

Notes :

- Item 1.1 includes the Company's HeadOffice ,Oil depots and Distribution centers.
- Item 1.1: Under the Air Emissions section, the data reported covers only the Saraburi Oil Terminal area.
- Item 1.2: This includes 1,684 Company Owned Company Operated (COCO) service stations under the Company's operational management.
- Item 1.7: This comprises 3 service stations located at the front of the Phichit Oil Terminal, Nakhon Lampang Oil Terminal, and the Kamphaeng Phet Pumping Station.
- Item 5.1: This covers 10 sites where the Company maintains operational control.

The companies whose sustainability performance data are disclosed in the 2025 Sustainability Report are enti-ties in which PTG Energy Public Company Limited holds more than a 75% ownership interest or has manage-ment control. These entities represent the Company's core businesses operating in Thailand and have signifi-cant environmental, safety, and human rights performance impacts. The disclosed information has been re-viewed and assured by a third-party verifier.

✓ Information disclosed in the report
● Data collected but not yet reported
✗ Data not yet collected
○ Information not material to business operations and does not impact PTG's overall performance

Company Status Color Coding

Blue Subsidiaries — companies in which PTG holds more than 50% of the shares
Orange Associates — companies in which PTG holds more than 20% but not more than 50% of the shares
Purple Joint ventures

Message from the Chief Executive Officer and Managing Director

Amid the dynamic changes in today's global economic and social landscape, PTG continues to conduct its business with a strong commitment to achieving stable and sustainable growth under the vision of

"Well-being and Contentedness."

In 2025, the Company remains focused on strengthening the Max World Ecosystem in a comprehensive manner, with an emphasis on expanding growth in the non-oil business segment across all dimensions of everyday life. These include the food and beverage business, led by the "Punthai Coffee" brand, which continues to expand its branch network and enhance product quality; the automotive maintenance service business "Siam Autobacs," a Japanese-standard, one-stop automotive service and repair center; and the expansion into clean energy through the "Community Waste-to-Energy Power Plant" project. This initiative not only ensures stable income streams but also helps address waste management issues and improves the quality of life within local communities.

Mr. Pitak Ratchakitprakarn
Chief Executive Officer and Managing Director
PTG Energy Group

Excellence in Management and Corporate Governance

This year marks a year of pride and serves as clear evidence of the Company's success in operating under the principles of good corporate governance. The Company has been recognized by the capital market through prestigious honors from the IAA Awards for Listed Companies 2025, receiving the "Outstanding CEO" award in the Petroleum Industry Group, reflecting strong leadership vision in driving sustainable organizational growth. In parallel, the Company was also honored with the "Outstanding Investor Relations" award, reaffirming the quality and transparency of its communication with investors.

Furthermore, the Company's commitment to embedding "ESG DNA" as part of its corporate culture has resulted in a 5-star (Excellent) rating in the Corporate Governance Report (CGR), as well as a perfect score of 100 points in the Annual General Meeting (AGM) quality assessment on a consistent basis. These achievements underscore the Company's transparent, accountable, and verifiable management standards. In addition, the Company has received the highest sustainability rating from the Stock Exchange of Thailand, SET ESG Rating: AAA. This recognition reinforces investor and capital market confidence that PTG's growth is of high quality, responsible, and capable of creating long-term value for all stakeholders.

Enhancing the Quality of Life for Employees and Society

We firmly believe that "people" are at the heart of driving the organization toward sustainability. Our commitment to nurturing employees' meaningful growth has led the Company to receive the Employer Branding Award from the HR Excellence Awards 2025 for the second consecutive year, affirming our success in building an organization that employees are proud to be part of.

With a strong internal foundation, we are well positioned to extend positive impact to society at large. Guided by the principles of respect for human rights and equality, the Company has been honored with the Human Rights Awards as well as the Leader of Social Award from the Future Trends Awards. These recognitions clearly reflect our commitment to creating genuine shared value for Thai society.

Environmental Mission and Greenhouse Gas Management

To achieve carbon neutrality, the Company has implemented proactive measures that have successfully led to the registration of three key projects under Thailand's Voluntary Emission Reduction Program (T-VER). These projects include:

1. Solar Rooftop Power Generation Project: Aimed at increasing the proportion of clean energy usage at 138 service stations nationwide.

2. Mangrove Reforestation for Carbon Credits Project: Focused on ecosystem restoration and expanding carbon sequestration areas, covering 90.05 rai in Krabi Province.

3. Alternate Wetting and Drying (AWD) Rice Cultivation Project: A sustainable agricultural innovation that helps reduce methane emissions while increasing farmers' income, covering 500 rai in Suphan Buri Province.

The achievements realized this year serve as a key driving force motivating us to continue moving forward without pause. On behalf of the Board of Directors, management, and all employees, I would like to express our sincere appreciation for the trust and confidence from all stakeholders. We remain committed to continuously enhancing organizational effectiveness in order to deliver "Well-being and Contentedness" to Thai society in a sustainable manner.

Summary of Key Sustainability Performance in 2025

Economic Growth

Sales revenue:
224,341 million baht

Dividend per share:
0.35 baht/share

Net profit (loss) for the year:
1,074 million baht

EBITDA
6,899 million baht

Good Corporate Governance

Received an "Excellent" or 5-star rating from the Corporate Governance Report (CGR) of Thai Listed Companies, conducted by the Thai Institute of Directors Association (IOD).

Number of significant corruption-related complaints received through the whistleblowing channel: 0

No instances of non-compliance with laws that resulted in significant impacts

No cyberattacks that caused significant impacts on business operations

Number of complaints received from personal data owners: 0

Social Dimension

Cost savings from process efficiency improvement projects:
110 million baht

Customer satisfaction:

Business customers at 87.3%

Consumer customers at 94.2%

ESG assessments conducted for key suppliers: 13 companies

Communication of the no-gift policy to suppliers: 1,633 companies

Safety

Lost Time Injury Frequency Rate (LTIFR) per 1 million working hours:

Employees: 0.47

Contractors: 1.36

Occupational Illness Frequency Rate (OIFR) per 1 million working hours:

Employees: 0

Social Dimension

Human Rights

No complaints involving legal action related to human rights violations

43%

of business activities were assessed as having a moderate level of human rights risk

Number of newly appointed branch managers trained in labor law and human rights: 1,078 persons

Received the Outstanding Human Rights Model Organization Award (Excellent Level) in the Large Enterprise category for 2025

Human Resources

Total employee training hours:

380,685.92 hours

84%

Employee engagement score:

Ranked among the Top 50 Companies in Thailand 2026 that young professionals most want to work for, achieving 38th place, according to the Work Venture survey

Community

Community satisfaction from social development projects:

98.92%

Value of donations and financial/in-kind support: 228 million baht

Promotion of local raw materials and income generation for farmers through the purchase of agricultural products: 103 million baht

Employment value generated for persons with disabilities: 27.7 million baht, and for elderly workers: 81.60 million baht

Planted a total of 1,700 trees under the "PT Volunteer Camp: Doing It Together, Leaving No One Behind" project

Environmental Dimension

Number of significant oil and chemical spills (over 100 barrels per incident): 0 cases

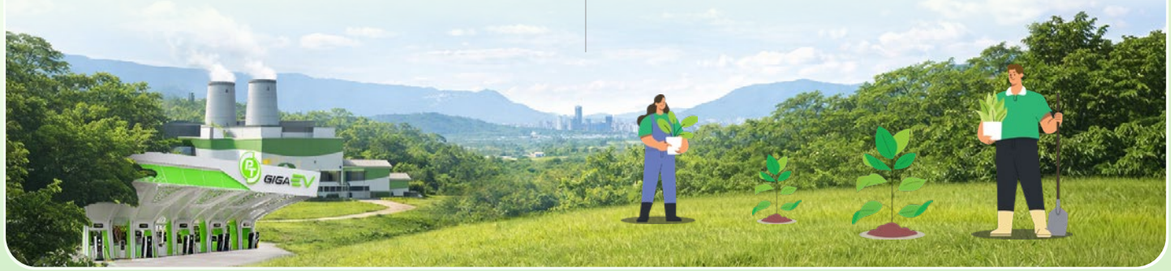
Renewable energy usage from Solar Rooftop systems at operational sites totaled 5.64 million kilowatt-hours, resulting in a reduction of 2,680 tons of CO_2 equivalent per year

Installed 208 EV chargers

Greenhouse gas emissions reduced under the Low Emission Support Scheme: 2,944 kilograms of CO_2 equivalent ($kgCO_2e$)

Certified under the Environmental Management System standard ISO 14001:2015, covering the receipt, storage, and distribution of fuel products at all 9 oil depots

Registered 3 projects under the Thailand Voluntary Emission Reduction Program (T-VER)



About PTG

On March 21, 1988, Paktai Chueplerng Public Company Limited was established with the intention of operating oil depots and trading fuel products to serve local communities, fishing operators, and industrial plants in the southern provinces of Thailand. In 1992, the Company expanded into the retail fuel service station business under the operation of Petroleum Thai Corporation Company Limited. The Company was listed on the Stock Exchange of Thailand in 1995 under the name Paktai Chueplerng Public Company Limited, and later changed its name to PTG Energy Public Company Limited in 2011. Since then, the Company has expanded both its oil and non-oil businesses to cover all regions of Thailand up to the present.

Vision

To be the most trusted platform energizing quality and empowering opportunity filled life.

Mission

Create growth opportunities with partners and communities everywhere in the energy business and expand into a full range of services to fulfill happiness and quality of life for everyone.

Corporate Values: BEST

B

Breakthrough the Limit

We believe that anything is possible and are ready to push beyond every limitation that challenges us. We dare to think differently, take risks, and act boldly, while continuously seeking and seizing every opportunity to create a better new way of working. Our approach emphasizes flexibility, adaptability, and a willingness to learn quickly from failure.

E

Embrace Empathy

We remain curious and constantly seek to uncover the underlying needs of our customers and colleagues. By seeing the world through their perspectives, we strive to truly understand them. We ask questions, observe, and listen carefully to validate their thoughts, feelings, understanding, and expectations, enabling us to respond quickly and exceed expectations. Moreover, we actively seek feedback to continuously improve what we deliver in every dimension.

S

Succeed Together

We align around shared goals and are committed to driving the business forward collectively. Through teamwork and the integration of diverse expertise, we maximize value creation. We promote professional cross-functional collaboration and maintain effective communication to achieve the highest level of performance.

T

Cultivate Trust

We think, decide, and conduct business with a long-term perspective. We therefore cultivate ethics and professionalism, building mutual trust within the organization through empowerment and respect for employees at all levels. Transparency in our work and consideration of stakeholder impacts are fundamental to earning and sustaining trust from all parties.

Company Profile

Company Name: PTG Energy Public Company Limited
Stock Symbol: PTG
Business Type: Energy and Utilities
Date of Incorporation: March 21, 1988
Company Registration No.: 0107538000703
Paid-up Registered Capital: 1,670,000,000 baht
Head Office Address: 90 CW Tower A, 33rd Floor, Ratchadaphisek Road, Huai Khwang Subdistrict, Huai Khwang District, Bangkok 10310
Website: www.ptgenergy.co.th
Chief Executive Officer: Mr. Pitak Ratchakitprakarn
Number of Employees: 28,594 employees (as of December 31, 2025)

Organizational Memberships

- Federation of Accounting Professions
- Thai Listed Companies Association
- Thai Institute of Directors Association (IOD)
- Petroleum Institute of Thailand (PTIT)
- Thai Chamber of Commerce and Board of Trade of Thailand
- Thai Private Sector Collective Action Coalition Against Corruption
- Institute of Environmental Sustainability for Oil Industry Group (IESG)
- Investment Analysts Association (IAA)
- Thai Bond Market Association (ThaiBMA)
- Thai Health Promotion Foundation
- Bangkok Area 5 Office of Welfare and Labor Protection

Business Overview of PTG

1. Fuel and Retail Business

The Company and its subsidiaries primarily distribute fuel products for various types of vehicles. These products can be categorized into two main groups:

1. Diesel fuel products: High-speed diesel B7 (hereinafter referred to as “diesel”).
2. Gasoline fuel products: Including 95-octane gasoline, Gasohol 95, Gasohol 91, and Gasohol E20 (hereinafter referred to as “gasoline”).

Diesel fuel accounts for the majority of the Company’s fuel sales, as commercial vehicle operators represent its core customer base, both directly and indirectly. Consequently, the Company’s sales volume reflects the composition of vehicles registered in Thailand, where diesel-powered vehicles predominate. In recent years, the Company has expanded its operations in Bangkok and the surrounding metropolitan areas. This expansion has contributed to a steady increase in the proportion of gasoline sales since 2021.

Retail Business

In addition to its fuel distribution business through service stations, PTC also invests in and operates Max Mart convenience stores, which sell daily consumer goods at fuel service stations. These stores are located at both COCO and DODO-type service stations. PTC selects suitable service stations for convenience store investment based on the following criteria:
1. The number of service station customers and fuel sales volume at each location.
2. The location of the service station, with consideration given to nearby residential areas, commercial and business districts, and large government facilities, as well as road networks connecting to the station.
3. The size of the service station area, which must be sufficient to accommodate the construction of a convenience store.

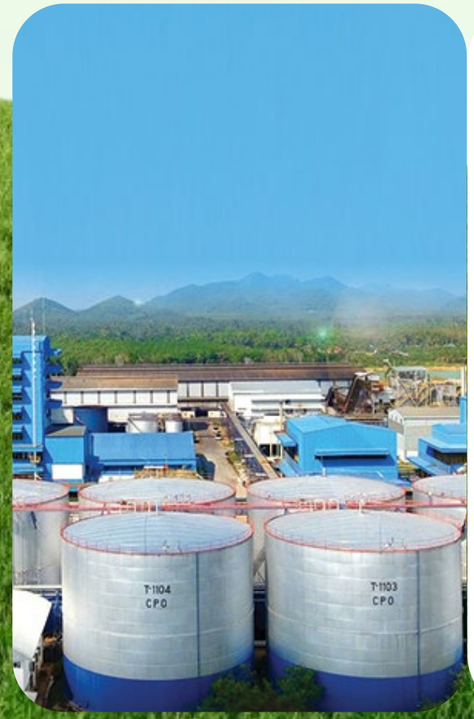
PTC has adjusted its convenience store management strategy to enhance operational efficiency and better meet customer needs. The Company has upgraded Max Mart stores to strengthen merchandising capabilities through structural improvements, store redesigns, and modernization of equipment. In addition, product assortments have been expanded to better align with customer demand.

2. LPG Business

Atlas Energy Public Company Limited, or ATLAS, discloses that it operates with four main revenue streams, with the LPG distribution business serving as its core business. The Company provides LPG services across four key segments: the automotive sector, household sector, industrial sector, and other LPG-related businesses.

In addition to the LPG business, the Company generates revenue from contract fuel distribution at its own service stations. Currently, ATLAS operates more than 240 service stations nationwide under a Station Mix format, offering both fuel and LPG for automotive use. Within the fuel business segment, the Company acts as a contracted distributor for the PTG Group.

Atlas Energy Public Company Limited was listed and commenced trading on the Stock Exchange of Thailand on October 20, 2025, with the objective of strengthening its financial position, enhancing capital-raising capabilities, supporting future business expansion, and reinforcing long-term investor confidence.



PPP GREEN COMPLEX

3. Renewable Energy Business

The Company places strong emphasis on the sustainability of energy use and aims to mitigate the risk of future petroleum energy shortages. Accordingly, it has invested in the renewable energy business. In addition, these investments support local farmers and align with government policies. The Company’s renewable energy investments include the biodiesel energy business, which produces and distributes environmentally friendly palm oil–based products such as biodiesel (B100) and refined palm olein (ROL). These investments are made through PPP Green Complex Public Company Limited (“PPPGC”), an associated company of the Company. The Company has also invested in waste-to-energy power plants and the production of refuse-derived fuel (RDF). These businesses are operated and managed through PTG Green Energy Public Company Limited (“PTGGE”), Palangngan Pattana 5 Company Limited (“PP5”), and Clean Community Company Limited (“CCC”), all of which are subsidiaries of the Company.

4. Fuel Transportation and Handling Business

PTG Logistics Company Limited (“PTGLG”), a subsidiary of the Company, is registered as a fuel transporter under Section 12 of the Fuel Trade Act and has invested in owning a large fleet of fuel transport vehicles. The fleet is responsible for delivering fuel to COCO and DODO service stations, as well as to wholesale fuel customers purchasing fuel from the Company. PTGLG also handles fuel transfers between depots to support efficient inventory and logistics management. In addition, PTGLG continues to actively explore new business opportunities. Since 2020, the Company has continuously considered investments in various types of transport vehicles to accommodate growing fuel transportation demand, while simultaneously expanding beyond its traditional scope by entering the market for transportation services of other products.

5. System Management and Operations Business

Innoligent Automation Company Limited (“INA”) develops and implements sales management and customer data collection systems for fuel service stations. Over the past year, system deployment was expanded from COCO stations to more than 190 DODO stations, along with the following initiatives:

- Installation of Auto Tank Gauging systems at 47 COCO stations in the Central region to enhance accuracy in monitoring fuel inventory levels and replenishment planning (completed in January 2025).
- Development of a Mobile POS system integrated with existing platforms to improve speed and efficiency of forecourt services (completed in June 2025).
- Development of a Fleet Management system designed to support transportation businesses operating large vehicle fleets. The system is currently in use within the Company’s fuel transportation operations and has also been commercialized for external customers (with deployment at more than 50 locations nationwide).

6. Food and Beverage Business

Punthai Coffee

Punthai Coffee is a non-oil business under the PTG Group, with its first branch opened in 2012. Currently, the brand operates more than 1,900 branches nationwide. Its key differentiator lies in beverage menus that incorporate locally sourced ingredients from across Thailand, reflecting Thai identity while supporting local farmers. The brand has expanded its offerings to include premium coffee, eco-friendly drip coffee, and Thai-rigano coffee made from high-quality coffee-growing regions. Punthai Coffee also offers franchise investment opportunities to accelerate market expansion.

In addition, Punthai Coffee Company Limited has established a new subsidiary, Punthai Boat Noodles Company Limited, as part of its brand extension strategy. This initiative leverages the strength of the Punthai brand to encompass both beverages and food under the concept of “All-in-One Convenience.” The model combines boat noodles with Punthai beverages in a single outlet, while maintaining the Creative Thai Taste concept. The menu features signature dishes created from carefully selected Thai local ingredients, such as Hat Yai-style pork tendon sourced directly from Songkhla, and targets the street food market.

Coffee World

Coffee World is operated by GFA, a subsidiary of the PTG Group. Following its acquisition in 2017, the brand was rebranded in 2022 under the concept “Creating Value from Global Inspiration.” In 2025, the Company adopted a strategy focused on penetrating the office worker segment, with expansion plans targeting business districts, office buildings, hospitals, and community hubs.

Subway

Effective April 1, 2024, Goluck Company Limited, a subsidiary of the PTG Group, was granted the Master Franchise rights for Subway in Thailand. The brand focuses on meeting the lifestyle needs of health-conscious consumers, particularly the younger generation, emphasizing quality, convenience, and long-term sustainable growth.

7. Automotive Service and Maintenance Business

The automotive service and maintenance business is operated by Siam Autobacs Company Limited (“SAB” or “Autobacs”), a subsidiary of the Company. Autobacs is a high-quality, fully integrated automotive service and maintenance center originating from Japan. The business offers a comprehensive range of products and services, including renowned Japanese and European tire brands, premium-grade engine oils, performance-enhancing lubricants, batteries, shock absorbers, brake pads, automotive care chemicals, and Japanese-style automotive accessories, among others.

8. Electronic Money (e-Money) Services Business

For its electronic money (e-Money) services business, the Company has established Max Card Company Limited (“MAX”), Max Me Corp Company Limited (“MMC”), and Max Solution Service Company Limited (“MSS”), all of which are subsidiaries of the Company. These entities were formed to strengthen the Company’s electronic financial ecosystem through the Max Me application, which was developed to provide e-Wallet services. The platform also manages customer memberships for users of the Company’s services and products through the PT Max Card, developed on a digital media platform that consolidates a wide range of benefits. These include point accumulation on every purchase of goods and services, as well as various privileges across multiple categories such as food and beverages, shopping, and travel. In addition, points can be redeemed or exchanged across a network of more than 235 participating partner merchants.

Key Activities and Value Chain

	Procurement	Transportation	Storage	Marketing and Services	Customers (End-users)
Core Business	Fuel procurement	Fuel transportation	Oil storage terminal	Petroleum service stations. (COCO) Fuel service station operator groups and oil business distributor groups. (DODO) Other oil traders (Jobbers) and industrial customers	
Other businesses	Procurement of raw materials and equipment for Non-oil business	Transportation of raw materials and equipment	Distribution center	Service and maintenance centers Convenience stores Food and beverage. Food and beverage business distributors	
	LPG procurement	LPG transportation	LPG storage terminal. Gas filling plant	LPG service stations (COCO) Cylinder LPG retail outlets (COCO) Gas filling plant customer Industrial customer groups LPG service station customer groups	

Key Activities and Value Chain

Location of Business Units

PTG Energy Public Company Limited operates in oil retailing and non-oil businesses, providing services nationwide across Thailand. The Company has a strong infrastructure, including oil depots, transportation systems, and a nationwide network of service stations.

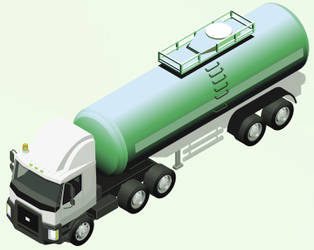
Oil Storage and Fuel Distribution

A total of 9 oil depots are used for fuel storage and reserves.
Fuel is transported from Thaioil refineries before being distributed to PT-branded service stations.
Note: The Pak Phanang oil depot in Nakhon Si Thammarat Province has ceased operations due to relatively low fuel sales volume in the area.

Transportation System and Maintenance Centers

PTG operates its transportation business through PTG Logistics Co., Ltd., with 5 maintenance centers located at oil depots (in Lampang, Phitsanulok, Nakhon Ratchasima, Khon Kaen, and Surin). In addition, there are 3 service centers supporting transportation operations. The transportation fleet consists of:

579
fuel transport trucks



61
other product transport vehicles

225
gas transport trucks

PT Service Station Network

There are a total of **2,269** PT-branded service stations, comprising:

1,892 Company-Owned, Company-Operated stations (COCO)

377 Dealer-Owned, Dealer-Operated stations (DODO)

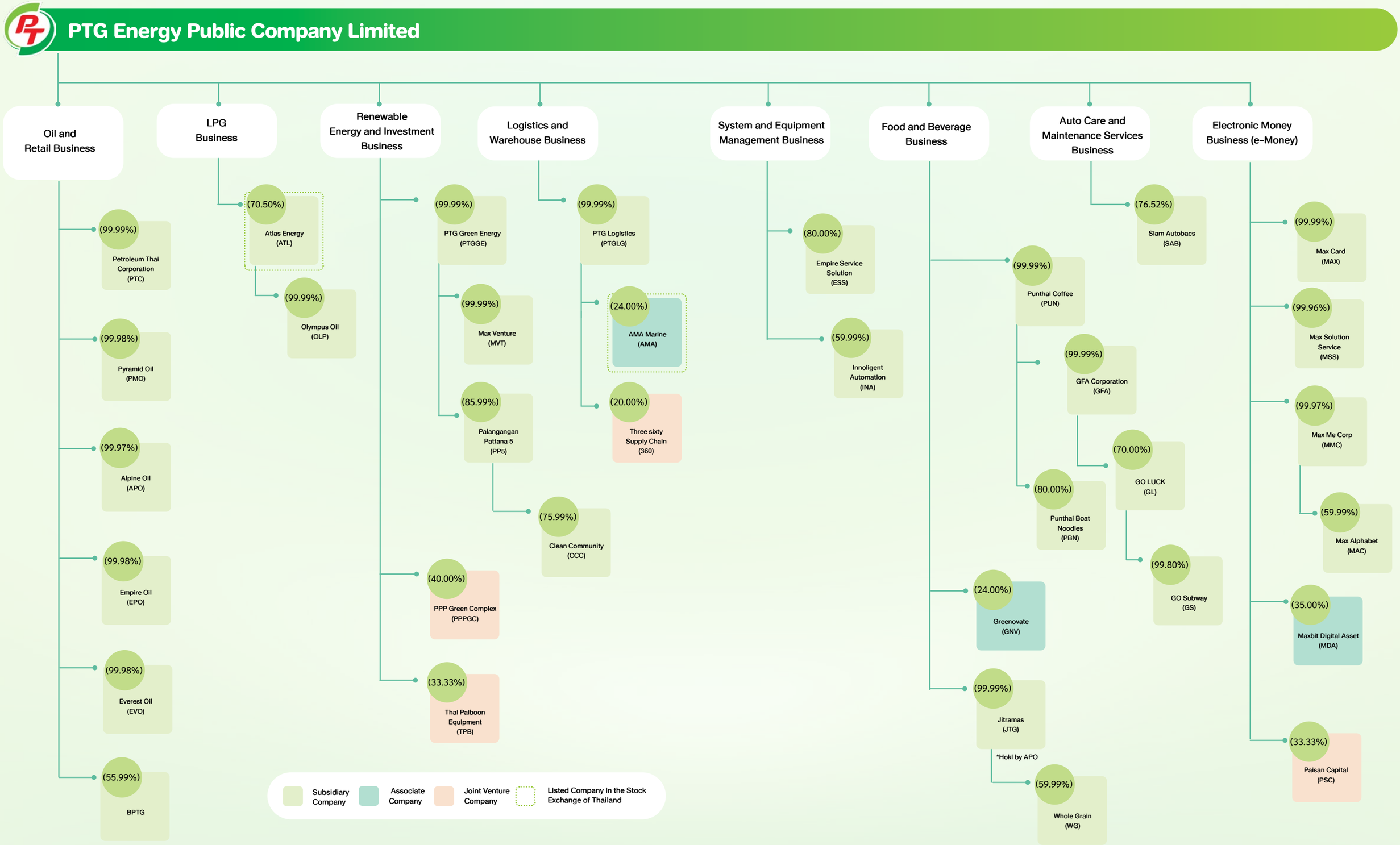
Punthai Coffee

Punthai Coffee shops operated under both equity investment and franchise models total **2,151** branches.

180 mixed gas and oil stations

Shareholding Structure of PTG Energy Public Company Limited

(as of December 31, 2025)



Creating Shared Value

Inputs

Financial Capital

- Cost of sales and services: 206,852 million baht
- Total liabilities: 45,593 million baht
- Cash flow from operating activities: 6,598 million baht
- Total shareholders' equity attributable to PTG Energy Public Company Limited: 10,019 million baht

Manufactured Capital

- Property, plant, and equipment: 41,635 million baht
- Total assets: 56,691 million baht

Natural Capital

- Non-renewable energy consumption: 303,111.68 megawatt-hours (MWh)
- Water withdrawal: 541.22 megaliters

Human Capital

- Number of employees: 28,460 persons
- Training expenses: 17.77 million baht
- Total training hours: 380,686 hours
- Promotion of occupational health and safety
- Number of Productivity Initiative projects: 120 projects

Social Capital

- Value of donations and support in cash and in kind: 228 million baht
- Company-wide social activities organized: 4 events
- mployment of persons with disabilities and elderly persons: 545 persons
- Comprehensive human rights due diligence conducted

Business activities across the value chain

To be the most trusted platform energizing quality and empowering opportunity filled life.

Company

- Total revenue: 224,341 million baht
- EBITDA: 6,899 million baht
- Net profit: 1,074 million baht
- Fuel sales volume: 6,685 million liters
- Number of oil service stations: 2,269 locations
- 3,875 non-oil business branches
- New businesses (New S-Curve): e.g., EV charging business with 202 locations
- Gross profit contribution from non-oil businesses: 37.10%
- Renewable energy consumption from solar rooftop installations in operational areas: 5,642.20 megawatt-hours (MWh)
- Volume of waste and hazardous waste at oil depots properly treated and disposed of without environmental impact
- No fines or penalties have been imposed for environmental impacts.
- Employee engagement score: 84%
- Voluntary turnover rate: 31.45%
- Lost Time Injury Frequency Rate (LTIFR): 0.47
- Financial benefits generated from the Productivity Initiative projects: 137 million baht
- No complaints resulting in litigation related to human rights violations
- No complaints from communities surrounding the Company's operating sites

Stakeholders

- Return on Equity (ROE): 10.71%
- Earnings per share (EPS): 0.61 baht per share
- Dividend paid per share: 0.35 baht per share
- Income tax paid: 319 baht million
- Market capitalization: 11,857 baht
- Customer satisfaction survey results: 87.30% for business customers and 94.20% for consumer customers
- Greenhouse gas emissions reduction from solar rooftop installations in operational areas: 2,680 tonnes of CO_2 equivalent (tCO_2e)
- Total number of trees planted: 1,700 trees under the "PT Volunteer Camp" project
- Average training hours: 15.93 hours per person per year
- 56.32 of permanent employees received performance evaluations based on key performance indicators (KPIs)
- Community satisfaction survey result: 98.92%
- Income generated for local optical shop operators from the "Community Vision Support" project: 428,700 baht
- Income generated for farmers from agricultural product procurement: 103 million baht
- Employment value created for persons with disabilities: 27.7 million baht, and for elderly workers: 81.6 million baht
- Number of PT Max Camp integrated rest areas: 124 locations

PTG and Sustainability Management

Sustainability Governance Structure

The Board of Directors places strong emphasis on advancing PTG toward sustainable business operations that integrate economic, social, and environmental considerations. To support this commitment, the Board has established a Corporate Governance and Sustainability Committee, along with a Corporate Governance and Sustainability Working Team, to serve as key mechanisms for driving the organization's sustainability agenda in accordance with recognized standards and in alignment with the expectations of all stakeholder groups.

- **Corporate Governance and Sustainability Committee**
  The Committee comprises three directors, two of whom are independent directors. Its responsibilities include reviewing and providing guidance, as well as establishing policies and practices related to corporate governance and organizational sustainability. The Committee also oversees the sustainability reporting process, including reviewing and approving the sustainability report prior to public disclosure.

  In addition, the Committee is responsible for continuously monitoring the organization's corporate governance and sustainability performance and reporting the results to the Board of Directors to support oversight and the determination of strategic direction at the enterprise level.

- **Corporate Governance and Sustainability Management**
  The Working Team is led by the Chief Executive Officer and President and includes senior executives from key functions, namely Finance and Sustainability, Strategy and Transformation, Corporate Communications, Procurement, Safety, Systems Management and Quality Assurance, Information Technology and Legal.

  The primary responsibilities of the Working Team are to promote good corporate governance and drive sustainability management across the organization. This includes formulating strategies and operational guidelines aligned with the Company's business direction, monitoring and supporting sustainability initiatives to achieve organizational goals, coordinating and driving ESG-related projects to deliver tangible outcomes, and strengthening transparency and governance standards in line with international best practices.

Economic Dimension

The company is committed to promoting strong corporate governance by conducting business with integrity and responsibility toward all stakeholders. It is focused on continuously improving products and services through innovative solutions that meet the evolving needs of customers. Additionally, the company places great emphasis on enhancing the efficiency of supply chain management to drive sustainable growth.

Social Dimension

The company is dedicated to operating responsibly within society, with a clear focus on creating added value that elevates the quality of life for communities and society as a whole, in a sustainable manner. Furthermore, it is committed to enhancing the potential and well-being of its employees, fostering a supportive work environment that encourages growth, well-being, and happiness within the organization.

Sustainability Management Policy

The Company recognizes the importance of conducting business responsibly toward all stakeholder groups. It integrates its commitment to sustainable business development into its corporate strategy in order to achieve a balanced and sustainable approach to economic growth, social development, and environmental stewardship.

In line with this commitment, the Company has announced and implemented a Sustainability Management Policy aligned with the United Nations Sustainable Development Goals (SDGs). This policy serves as a framework for enhancing operational efficiency across the entire value chain while encouraging employee participation in driving the organization toward sustainability through awareness and practices that are consistent with its sustainability objectives.

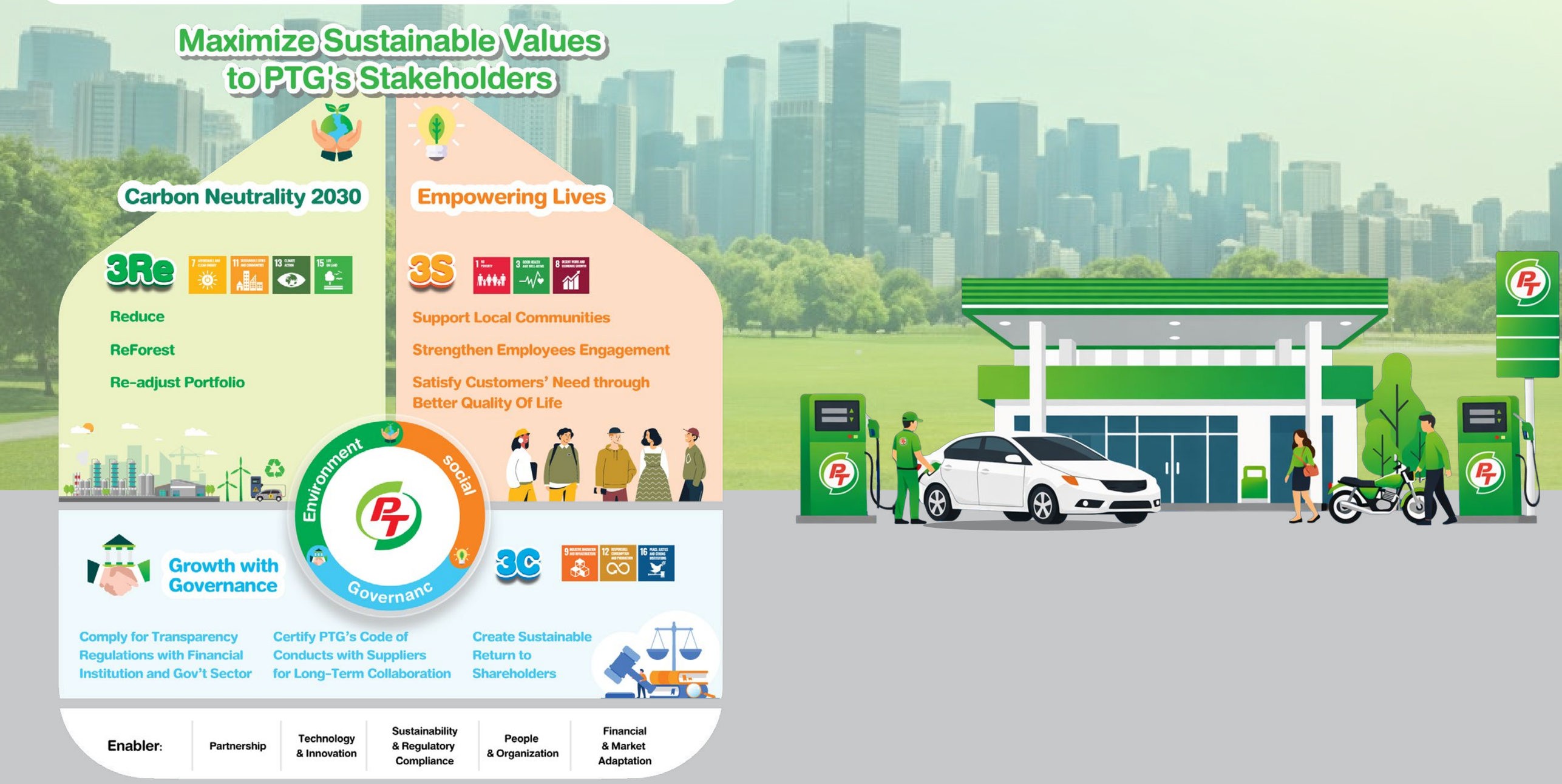
Environmental Dimension

The company strives to manage natural resources efficiently to preserve the ecological balance and biodiversity for future generations. It actively promotes environmental consciousness among its employees, working to cultivate a corporate culture that prioritizes environmental conservation and sustainability across all aspects of business operations.

Corporate Sustainability Strategy

PTG Group conducts its business under the concept of Creating Shared Value, alongside economic growth, the enhancement of social quality of life, and responsible environmental stewardship. The Group remains committed to its vision, “Connecting everyone to opportunities for a better quality of life in all aspects throughout every stage of life,” while upholding the principles of good governance, transparency, and accountability to all stakeholder groups.

Accordingly, the Group has defined its sustainable development direction in alignment with the United Nations Sustainable Development Goals (SDGs) and the evolving environmental, social, and governance (ESG) landscape. Its ultimate objective is to create the highest level of sustainable value for stakeholders under the guiding framework, “Maximize Sustainable Values to PTG’s Stakeholders.”



In addition, the Company has cascaded its Sustainability Management Policy into organization-wide implementation by establishing both short-term and long-term targets, as well as clear strategic directions for corporate sustainability. These efforts are designed to address environmental, social, and governance (ESG) challenges while responding to the expectations of all stakeholder groups, as outlined below.

Sustainability Strategic Directions	Indicators	2025 Performance	Short-Term	Long-Term	Relevance to SDGs
Carbon Neutrality Striving to achieve carbon neutrality by 2030.	Direct and indirect greenhouse gas (GHG) emissions[1/]	91,269 tons of carbon dioxide equivalent (tCO_2e)	Not exceeding 88,342 tons of carbon dioxide equivalent (tCO_2e)	Targeting carbon neutrality by 2030	7.2, 7.3 12.2, 12.4, 12.5 13.1, 13.2, 13.3
	Use of renewable energy (Solar Roof) in operational areas[2/]	Cumulative installed capacity: 5.64 million kilowatt-hours	Cumulative installed capacity: 2.8 million kilowatt-hours	Cumulative installed capacity: 33 million kilowatt-hours	
	Installation of EV Chargers[3/]	208 charging units	200 charging units	410 charging units	
	Electricity consumption at oil depots relative to fuel sales volume	0.00175 kWh per liter Decreased by 14.37%	Decreased by 3% from 2024	Decreased by 3% from 2024	
	Electricity consumption at service stations relative to fuel sales volume	0.01700 kWh per liter Increased by 2.23% [11/]	Decreased by 3% from 2024	Decreased by 3% from 2024	
Empowering Lives Driving the growth of people and communities toward an improved quality of life.	Community satisfaction with the Company's social activities around operating sites	98.92%	Over or equivalent to 90%	Over or equivalent to 90%	3.5, 3.6 4.4 8.1, 8.2, 8.5, 8.7, 8.8 11.6 16.5, 16.6, 16.7 17.17
	Communities engaged through the Company's social responsibility activities	644 communities (Cumulative since 2020)	700 communities	1,000 communities	
	Total Recordable Injuries Rate (TRIR) per one million working hours[4/]	0.55	0.63	0.315	
	Lost Time Injury Frequency Rate (LTIFR) Per Million Working Hours[5/]				
	Employees	0.47	0.552	0.276	
	Contractors	1.36	0	0	
	Employee engagement survey results of the PTG Energy Group	84 %	70-75%	70-75%	
	Employees receiving training for capability development	86%	67%	73%	
	Average training effectiveness	15.93 hours per person per year	20 hours per person per year	24 hours per person per year	
	Coverage of the Company and its subsidiaries receiving training on human rights and labor issues[6/]	100 %	33.33%	100%	
	Customer satisfaction of fuel service station users[7/]	94.2 %	80%	80%	
Growth with Governance Pursuing sustainable growth under a transparent and strong governance framework	Corporate Governance Report (CGR) assessment results of listed companies	5 stars (104 points)	5 stars	5 stars or over 90 points	8.1, 8.2, 8.7 9.2, 9.4 16.6
	Significant non-compliance with laws and regulations[8/]	0 cases	Not exceeding 3 cases	0 cases	
	Significant cyberattacks affecting business operations[9/]	Cyberattacks affecting business operations not found	0%	0%	
	High-risk Tier 1 suppliers assessed on Environmental, Social, and Governance (ESG) criteria[10/]	90%	100%	100%	

Notes:

1/ Direct and indirect greenhouse gas emissions – Scope covers PTG Energy Public Company Limited, PTG Logistics Company Limited, and Petroleum Corporation Company Limited.

2/ Use of renewable energy (Solar Roof) at operational sites – Scope covers PTG Energy Public Company Limited, Petroleum Corporation Company Limited, BPTG Company Limited.

3/ Number of EV charger installations at service station locations – Scope covers Petroleum Corporation Company Limited, Olympus Oil Company Limited, and BPTG Company Limited.

4/ Total Recordable Injury Rate (TRIR) – Scope covers the PTG Energy Group, excluding Atlas Energy Public Company Limited, Clean Community Company Limited, Max Alphabet Company Limited, and Whole Gain Company Limited.

5/ Lost Time Injury Frequency Rate (LTIFR) – Scope covers the Company and its subsidiaries, excluding Atlas Energy Public Company Limited.

6/ Employees trained on human rights and labor practices – Scope covers the Company and six subsidiaries, namely: PTG Energy Public Company Limited, Petroleum Corporation Company Limited, Punthai Coffee Company Limited, GFA Corporation (Thailand) Company Limited, and Autobacs Company Limited. In each company and subsidiary, at least 80% of newly hired operational-level employees must receive training.

7/ Customer satisfaction among customers purchasing or using products and services under the PT brand.

8/ Facts related to cases where the Company receives orders from government authorities or final court judgments imposing fines on the Company or penalties on Company executives for violations of laws related to business operations, with monetary fines of 50,000 baht or more, or involving imprisonment.

9/ Percentage of cyberattacks that result in financial impacts and high-level non-financial impacts, and which the Company is unable to prevent.

10/ The achievement was below 100% as the supplier was not an active vendor during the annual audit planning period, and was unable to accommodate the audit within the designated timeframe.

11/ The ratio of electricity consumption per service station to fuel sales volume did not meet the target due to business expansion. The opening of new service stations led to an overall increase in electricity consumption in proportion to the number of stations. In 2025, the Company implemented a Solar Rooftop installation project to reduce reliance on grid electricity. However, during the initial phase, the increase in electricity consumption from newly opened stations and additional facilities exceeded the amount of electricity generated by the Solar Rooftop systems.

Stakeholder Engagement

PTG recognizes the importance of fostering strong relationships with stakeholders, which is a key success factor in creating long-term business value. The Company therefore conducts stakeholder analysis to define appropriate engagement strategies through the following steps:

1. Identify key stakeholders relevant to the Company's operations by considering their relationships with the business across the entire value chain.
2. Assess both positive and negative impacts of stakeholders on the business, as well as the impacts that business operations have on stakeholders, in order to appropriately plan engagement with each stakeholder group.
3. Prioritize stakeholders based on the level of impact on the business, including financial performance, regulatory compliance, corporate image and reputation, safety, and environmental aspects.
4. Present the stakeholder analysis results to the Corporate Governance Working Committee and the Corporate Governance and Sustainability Committee for consideration and approval.

Stakeholders	Relevance to the Company	Business Value Chain			
		Procurement	Transportation	Storage	Procurement
1. Customers	Consumers and authorized distributors with business rights				✓
2. Employees	Employees of the group of companies	✓	✓	✓	✓
3. Partners	Suppliers of goods and services	✓	✓		✓
4. Communities	Individuals or entities that may be impacted by the Company's operations		✓	✓	✓
5. Shareholders	Shareholders, investors, legal entities, and institutions invested in the stock market				✓
6. Government Agencies	Policy makers, regulators, and licensing authorities related to the business	✓	✓	✓	✓
7. Financial Institutes	Providers of financial, investment, and credit services that support the Company's business and projects				✓

Approach to Stakeholder Engagement

PTG conducts surveys to gather feedback from stakeholders on the management of corporate sustainability issues. The information collected is consolidated and analyzed, and subsequently used to improve and develop business strategies in order to respond to the expectations of all stakeholder groups. The Company considers relevant issues and assigns responsible units to enhance operational capabilities and foster stakeholder engagement through various channels and activities, as follows:

Details of Stakeholder Analysis in the Business Value Chain

Stakeholder Groups	Stakeholders' Expectation	Response to Stakeholders' Expectation	Engagement and Communication Channels
Internal Stakeholders			
Employees	Fair remuneration and benefits, supported by the use of technology to enhance work efficiency, opportunities for training and career development, a safe working environment, and equality without discrimination, under an organizational culture grounded in ethics and transparency.	**1. Recruitment and Development of Talent Access Channels** • The organization has continuously expanded recruitment channels through dual education programs, partnerships with higher education institutions, and various online platforms to reach high-quality candidates in different areas. • The Company has established its own recruitment page and actively participates in social media groups to effectively reach local labor markets. • For New Business functions, dedicated recruitment teams are in place to attract talent with skill sets aligned with the Company's emerging businesses. • The Company collaborates with technology-focused universities, such as Rajamangala University of Technology, by deploying teams to support and train students, creating future employment opportunities with the Company. **2. Talent Development and Capability Management** • Internal talent groups are regularly reviewed to ensure employees possess the potential and readiness for future growth. • Talent Profiles are developed to prepare employees for higher-level positions, with a strong focus on competencies and performance. • The onboarding process and development roadmaps have been enhanced to enable both new hires and existing employees to adapt effectively and grow sustainably within the organization. **3. Employee Experience and Retention** • The Company conducts regular employee satisfaction surveys to analyze needs and identify areas for improvement in the working environment. • Recognition programs such as the BEST Awards and Hall of Fame activities are promoted to boost morale and foster pride in the workplace. • Information on benefits, flexibility programs (Flexi Benefits), and employee entitlements is communicated through online channels to ensure employees clearly understand and can fully access their rights and benefits.	• Internal organizational meetings • Complaint handling and grievance submission • Employee engagement survey • Employee satisfaction survey • Training / seminars • Employee engagement survey • Meetings of the Human Resources Committee, Welfare Committee, and Safety Committee • Income assessment, job evaluation, and salary structure review • CEO Town Hall activities • Chit Chat activities between supervisors and subordinates • Grievance and complaint submission channels

Stakeholder Groups	Stakeholders' Expectation	Response to Stakeholders' Expectation	Engagement and Communication Channels
External Stakeholders			
Customers, Dealers, Business Operators, Franchisees	Fair pricing, attractive promotions and privileges, together with high-quality and diverse products and services. Customers also expect transparency in pricing and service conditions, as well as convenient access to service stations.	**Oil Business** 1. Expansion of PT service stations to a total of 2,269 locations nationwide. 2. Expansion of 208 EV Charger locations and 124 Max Camp rest areas. 3. Development of a new format for Max Card Plus privileges. 4. Implementation of a Local Promotion strategy, offering area-specific promotions tailored to local market contexts. 5. Enhancement of franchise store standards through digital systems, requiring all franchise outlets to install POS systems and Max Me Shop to ensure accurate sales data, seamless member system integration, and effective promotion management. **Non-Oil Business** 1. Enhancement of barista and service skills standards by reviewing and improving the Be Barista training curriculum, increasing hands-on regional training sessions covering employees across multiple areas, with a focus on operational, sales, and customer service skills to ensure consistent service quality throughout the network. 2. Expansion and development of training centers nationwide, including new training centers at CW Tower (3rd Floor) and Vibhavadi 64, with existing centers operating in Chonburi, Khon Kaen, and Bangkok. 3. Development of online learning channels to improve accessibility, including online media such as videos and tips distributed monthly, and the use of an E-Learning system to ensure training reaches all areas, with approximately 300 employees completing courses per month. 4. Expansion of the customer base and development of new products to meet diverse customer needs by targeting New Generation customers, utilizing local ingredients to create new products, expanding coffee, non-coffee, and bakery product lines, and developing premium products and merchandise, as well as collaborating with partners and co-branding initiatives to broaden the customer base. 5. Business expansion and diversification of store formats through the opening of more than 1,900 new outlets in line with the expansion plan, as well as piloting new business models such as Punthai Boat Noodles outlets. 6. Brand awareness building and proactive marketing communications through the continued rollout of the "Creative Thai Taste" campaign, including initiatives such as Thon Thai Taste, trend-based content creation, video storytelling, the use of influencers/KOLs, roadshows, and the opening of flagship stores to strengthen brand image, alongside the preparation of brand presenters to attract younger consumers and drive sustainable brand growth.	• Communication through online channels • Customer satisfaction surveys and customer meetings • Receiving complaints via Call Center (1614) and social media platforms such as Facebook and the PT Max Me mobile application • Organizing seminars/meetings with customers

Stakeholder Groups	Stakeholders' Expectation	Response to Stakeholders' Expectation	Engagement and Communication Channels
External Stakeholders			
Communities	Communities expect the business to help distribute income and support the local economy, operate fairly, provide opportunities for community participation, and listen to their feedback. Most importantly, they expect strong safety measures, emergency response management, and environmental protection to ensure that local areas are not adversely affected.	1. Organize corporate social responsibility (CSR) activities, such as the "PT Volunteer Camp" project (4 sessions). 2. Conduct public hearings with nearby communities prior to the construction of service stations. 3. Collaborate with the Department of Internal Trade, Ministry of Commerce, to distribute premium mangoes and milk cartons as complimentary gifts for "PT Max Card and PT Max Plus" members, helping to support and generate income for farmers. 4. Provide donations and relief support to flood-affected communities in various areas. 5. PTG and PT Prachuap FC, together with players and coaching staff, organized a lunch activity and donated 3,000 pairs of shorts and essential daily items to residents at the Prachuap Khiri Khan Homeless Protection Center. 6. Grant two scholarships to students from the Faculty of Commerce and Accountancy, Chulalongkorn University, worth 147,000 baht each, covering tuition fees for seven academic semesters. 7. Promote local employment, including hiring persons with disabilities and the elderly. 8. TU Co-Learning Space by PTG – a prototype extracurricular learning space that allows students to think and act through various hands-on activities from PTG's business groups. 9. CBS Café by PTG – provides students with real-world business experience in all aspects, preparing them to become effective entrepreneurs or executives in the future.	• Surveys to assess the needs of communities surrounding operational areas • Implementation of community engagement and CSR projects • Emergency response drills conducted jointly with nearby communities • Receiving complaints via Call Center (1614) • Public hearings prior to service station construction
Investors, Institutional Investors, Analysts, Shareholders	They expect steady earnings growth, appropriate dividend payments, and clear value-creation strategies. At the same time, they emphasize good corporate governance, transparent disclosure, risk management (particularly energy-related risks), and business operations aligned with ESG standards. Institutional investors place special emphasis on reliable environmental disclosures.	1. Systematic and Regular Performance Communication • Organize quarterly Analyst Briefings to report financial performance. • Host analyst meetings and participate in SET investor engagement activities (e.g., SET Opportunity Day and SET Digital Roadshow), including preparation of transcripts and summaries to enhance information accessibility, reduce review time, and help investors quickly grasp key issues. • Arrange Investor Visit activities for retail investors to enhance business understanding and provide opportunities for direct dialogue with management. 2. Comprehensive, Transparent, and Verifiable Disclosure • Prepare and publish Management Discussion and Analysis (MD&A) reports on a quarterly basis. • Provide Quarterly Earnings Presentations and Key Takeaways summarizing important information in a clear and concise manner. • Issue quarterly and annual factsheets to provide essential business information to shareholders and investors. 3. Strategic Engagement Activities for Investors • Organize an annual Business Review event to present business plans, future outlook, and growth drivers to analysts and institutional investors.	• Annual General Meeting of Shareholders (AGM) • Analyst meetings and analyst site visit activities • Quarterly performance announcements • Domestic and international roadshows

Stakeholder Groups	Stakeholders' Expectation	Response to Stakeholders' Expectation	Engagement and Communication Channels
External Stakeholders			
Investors, Institutional Investors, Analysts, Shareholders		4. Fair and Transparent Shareholder and Investor Engagement • Hold a physical Annual General Meeting (AGM) to allow shareholders to ask questions and provide feedback directly. • Respond to shareholder inquiries and provide relevant information through IR channels on an ongoing basis. • Arrange company site visits to enhance understanding of overall business operations. 5. Responding to ESG Expectations • Complete ESG assessments requested by investors, institutional investors, and shareholders. • Organize ESG Engagement Sessions with analysts to provide strategic insights and exchange perspectives on sustainable business direction. • Disclose environmental, social, and governance information in accordance with Thai and international standards.	
Suppliers	Fair commercial terms, open business opportunities, and adherence to business ethics free from fraud and corruption are key expectations. This includes collaboration to enhance capabilities and build long-term relationships.	1. Clearly separate Purchase Orders (POs) by work category so that suppliers clearly understand the scope of work and compensation in a transparent manner. 2. Establish a project-based milestone structure aligned with project value, with payment terms of 70/30, two payment cycles per month, invoicing within 60 days, and document verification within 14 days. 3. Specify in the TOR and contracts that contractors must provide a Letter of Guarantee (L/G), clearly define work inspection criteria, and separate roles for work assignment, inspection, and approval to ensure quality control and prevent conflicts of interest. 4. Strengthen relationships and capabilities with suppliers by organizing Kick-Off Meetings to confirm plans and operational frameworks, categorizing work into product supply, construction, and licensing for easier management, and designing milestone payments suitable for small contractors. 5. Conduct supplier visits and ESG audits (both onsite and online) for 13 key suppliers, and follow up on the implementation of Corrective Action Plans. 6. Organize at least one annual Knowledge Sharing session on sustainable business practices for suppliers. 7. Communicate and ensure that key suppliers acknowledge and comply with the Supplier Code of Conduct.	• Meetings with suppliers/contractors and site visits to supplier facilities • Environmental, Social, and Govenance (ESG) performance audits of suppliers • Receiving complaints via Call Center (1614)

Stakeholder Groups	Stakeholders' Expectation	Response to Stakeholders' Expectation	Engagement and Communication Channels
External Stakeholders			
Financial Institutions	Debt repayment capability, stable returns, transparent management, and compliance with laws and regulations are key expectations. Financial institutions also place importance on supporting socially responsible businesses with strong environmental risk management practices.	1. Strict compliance with financial institutions' regulations and requirements. 2. Provide appropriate and sufficient responses to inquiries from credit analysts to support their assessment. 3. Strictly comply with the terms and conditions of loan agreements and debentures.	• Meetings with representatives from financial institutions • Participation in assessments or questionnaires conducted by financial institutions
Government Agencies and Regulatory Authorities	The organization strictly complies with laws and regulations, operates transparently, protects consumers, and upholds safety standards. It also cooperates with government authorities in environmental protection, pollution control, and supporting the adoption of clean energy in line with national policies.	1. Corporate Governance and Transparency • Disclose business, financial, and sustainability information accurately, verifiably, and in a timely manner. • Strictly comply with laws, regulations, and standards related to energy, environment, and consumer protection. • Implement anti-fraud and anti-corruption measures, with clear internal control mechanisms. 2. Energy and Consumer Safety • Comply with safety standards for fuel and LPG service stations. • Control product quality and service standards in accordance with legal requirements. • Promote safety for communities surrounding service stations and oil depots. 3. Support for Government Energy and Environmental Policies • Contribute to greenhouse gas reduction efforts and support the country's Net Zero target. • Expand clean energy initiatives such as solar rooftops, EV chargers, RDF (Refuse-Derived Fuel), and circular businesses. • Strengthen participation in waste management, community development, and circular economy projects. 4. Proactive Engagement with Government Agencies • Coordinate with regulatory authorities such as the Department of Alternative Energy Development and Efficiency (DEDE), the Energy Policy and Planning Office (EPPO), the Department of Energy Business, as well as other relevant government agencies and state enterprises to ensure aligned operations	• Hold meetings with government agencies. • Submit operational reports or related documentation to government authorities as required by law. • Provide support and cooperation

Materiality Assessment

The Company assesses material sustainability topics in accordance with the Global Reporting Initiative (GRI) framework to inform the development of appropriate management approaches for each issue. The Company has established the following process to identify material sustainability topics:

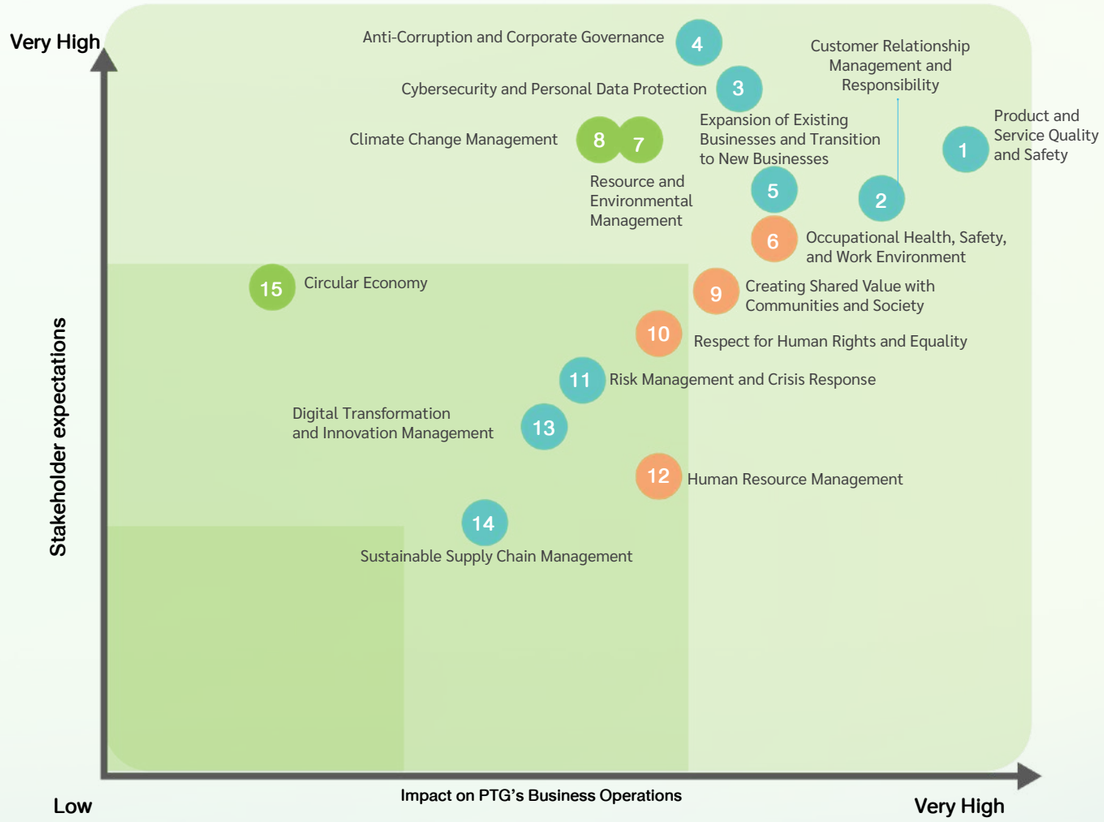
1. Identification of Material Sustainability Topics
The Company identifies material sustainability topics relevant to its business by considering the expectations of all stakeholder groups, global business trends, and key issues within the same industry.

2. Assessment of Materiality to the Organization and Stakeholders
The Company assesses the significance of each topic to the organization and its stakeholders, including aligning stakeholder perspectives through surveys and data collection on their expectations and interests regarding sustainability issues.

3. Prioritization of Material Sustainability Topics
The Company prioritizes material sustainability topics by categorizing them into four levels of significance: very high, high, medium, and low.

4. Validation of Material Sustainability Topics
The Company consolidates the results of the materiality assessment and submits them to the Corporate Governance and Sustainability Committee for review and approval.

5. Integration of Sustainability Topics
The Company integrates material sustainability topics into the Enterprise Risk Management (ERM) process by linking significant sustainability issues with organizational risks, enabling systematic and effective risk management.



Ranking	Materiality Issues	Impact Level
1	Product and Service Quality and Safety	4.49
2	Customer Relationship Management and Responsibility	4.41
3	Cybersecurity and Personal Data Protection	4.40
4	Anti-Corruption and Corporate Governance	4.40
5	Expansion of Existing Businesses and Transition to New Businesses	4.38
6	Occupational Health, Safety, and Work Environment	4.36
7	Resource and Environmental Management	4.34
8	Climate Change Management	4.27
9	Creating Shared Value with Communities and Society	4.22
10	Respect for Human Rights and Equality	4.26
11	Risk Management and Crisis Response	4.20
12	Human Resource Management	4.20
13	Digital Transformation and Innovation Management	4.16
14	Sustainable Supply Chain Management	4.09
15	Circular Economy	4.08

These material sustainability issues will be incorporated into the enterprise risk identification process, serving as supplementary information alongside changes in internal and external factors that may arise, in order to identify organizational risks. In addition, these material sustainability issues are used to validate significant enterprise-level risks, with their relationships to enterprise risks shown in the table below.

Related Sustainability Issues	Enterprise Risks	Risk Categories
Human Resource Management	Risks arising from human resource management	Operational Risk
Digital Transformation and Innovation Management	Risks related to adapting to and adopting new technologies	Operational Risk
Expansion of Existing Businesses and Transition to New Businesses	Risks from business expansion or investment in new businesses not generating expected returns	Financial Risk
Risk Management and Crisis Response	Risks from severe incidents that may disrupt business operations	Operational Risk
Occupational Health, Safety, and Work Environment		
Cybersecurity and Personal Data Protection		
Resource and Environmental Management	Corporate sustainability risks	Operational Risk
Climate Change		
Respect for Human Rights and Equality		
Product Quality and Safety	Risks that may affect credibility and reputation	Operational Risk
Customer Relationship Management and Responsibility		
Creating Shared Value with Communities		
Anti-Corruption and Corporate Governance	Compliance and regulatory risks	Compliance Risk
Respect for Human Rights and Equality		

PTG's Double Materiality Assessment 2025

To align with international sustainability reporting standards under the GRI Universal Standards 2021, the Company conducted an assessment of its impacts on the economy, environment, and society (including human rights), taking into consideration the impacts arising from the Company's operations, which may be both positive and negative.

Material Topics	Impacts that Have Occurred or May Occur	Enterprise-Level Risk Category	Causes Of Impacts	Duration Of Impact	Level Of Financial Impact	Value Chain	Internal Stakeholders	External Stakeholders	SDGs	GRI Topic Standards
Product and Service Quality and Safety Ensuring quality control and safety standards across the entire value chain, from fuel products to food and beverages in the non-oil business (Food Safety), in compliance with international standards and applicable laws, in order to deliver safe products and achieve the highest level of customer satisfaction.	⊕ Customers receive high-quality products that are safe for their health and vehicles. ⊖ Potential harm to consumers or property damage if products fail to meet standards.	• Operational Risk • Reputational Risk	• Product/Service: Fuel quality , freshness and cleanliness of food • Operation: Processes related to goods receiving, production, storage, and distribution of food and beverages, including product quality assurance processes. • Supply Chain: Raw material quality at source, transportation, storage, and quality control of products.	Short- to medium-term	**High** • Product recall costs • Waste costs from substandard products • (Brand Equity) • Increased sales from word of mouth • Retention of recurring revenue base	Procurement, operations, customer service	-	Customers, government authorities	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	GRI 416: Customer Health and Safety
Customer Relationship Management and Customer Responsibility Emphasizing customer centricity through listening to the Voice of Customer, effective complaint management, responsible marketing communications, and building long-term engagement through membership systems and personalized benefits that meet individual needs.	⊕ Retain existing customers and attract new ones (Customer Retention & Acquisition). ⊖ Loss of market share if unable to meet customer expectations	Strategic Risk	• Product/Service: Service provided by forecourt staff and baristas • Operation: Call Center 1614 system and complaint-handling channels	Long-term	**High** • Marketing and customer care budget • Customer acquisition cost • Increased Customer Lifetime Value (LTV) • Market share	Marketing and sales, customer service	-	Customers	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	-
Cybersecurity and Personal Data Protection Proactive management of information security systems to prevent cyber threats, data breaches, and unauthorized access, alongside strict compliance with the Personal Data Protection Act (PDPA), in order to ensure the confidentiality, integrity, and availability of member and corporate data.	⊕ Builds trust in digital transactions and the Max Card membership system. ⊖ Reputational damage and legal penalties in the event of data breaches.	• IT Risk • Legal Risk	• Operation: Corporate IT security measures • Product/Service: Applications and online payment systems • Supply Chain: Cloud service providers and vendors with data access	Short-term	**High** • PDPA penalties (up to 5 million baht plus civil liabilities) • System remediation costs (external experts) • Ransom payments (worst-case scenario) • Loss of intangible assets, particularly customer databases • Revenue loss from system downtime (inability to process sales or fuel transactions) • Increased customer churn rate due to loss of confidence	Information technology, marketing and sales	Employees	Customers, government authorities	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	GRI 418: Customer Privacy
Anti-Corruption and Good Corporate Governance Conducting business with transparency, fairness, and accountability in accordance with good corporate governance principles, supported by comprehensive measures to prevent corruption in all forms.	⊕ Enhances investor and stakeholder confidence, supporting sustainable organizational growth. ⊖ Reputational damage and decline in corporate value in cases of corruption.	Compliance Risk	• Operation: Approval processes, procurement procedures, and complaint handling mechanisms	Long-term	**High** • Fraud losses • Legal fines and litigation costs • Reduced investor confidence affecting share price (P/E ratio) • Higher cost of capital if financial institutions perceive weak governance	Support activities (Corporate management, internal audit)	-	Shareholders, investors, government authorities, suppliers	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	GRI 205: Anti-corruption

Material Topics	Impacts that Have Occurred or May Occur	Enterprise-Level Risk Category	Causes Of Impacts	Duration Of Impact	Level Of Financial Impact	Value Chain	Internal Stakeholders	External Stakeholders	SDGs	GRI Topic Standards
Expansion of Core Business and Transition to New Businesses Strategic management to drive sustainable business growth, divided into two main areas: 1. Expansion and enhancement of the core Oil Business 2. Transition to New Businesses (Non-Oil & New S-Curve): Diversifying investments into high-margin, lower-volatility businesses	(+) Strengthens revenue stability and reduces exposure to globaloil price volatility • Enhances customer convenience and quality of life through diversified services (One-stop Service) • Creates business and career opportunities for franchisees (SMEs) and generates local employment in operating areas (−) Financial risk if investments in new businesses do not achieve targeted returns • Potential impacts on traditional local retailers (e.g., small grocery shops, local garages) due to increased competition	• Strategic Risk • Financial Risk	• Product/service: Introduction of new products and services (coffee, pharmacy, maintenance services, EV charging) aligned with customer needs • Operation: Efficiency in branch expansion (Speed to Market) and cost management of new businesses • Supply Chain: Sourcing of raw materials and suppliers for non-oil businesses (e.g., coffee beans, automotive parts)	Long-term	**High** • Capital expenditure (CAPEX) for branch expansion and acquisitions • Market research and marketing expenses to build new brands • Business valuation re-rating (capital markets tend to assign higher P/E ratios to Retail/Tech-integrated businesses) • Long-term sustainability of the business portfolio • Increasing profit contribution from non-oil businesses (which typically have higher margins than oil) • Revenue diversification to enhance cash flow stability	Business development, marketing, operations, finance	Employees	Shareholders/ investors, suppliers, customers, dealers	8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	GRI 201: Economic Performance GRI 203: Indirect Economic Impacts
Safety, Occupational Health, and Working Environment The implementation of measures to prevent accidents, injuries, and occupational diseases for employees and contractors, with an emphasis on road safety and safety at service stations.	(+) Injuries or fatalities from road accidents involving oil transport vehicles, or accidents within service stations. (−) Building a safety culture helps reduce loss rates and improve operational efficiency.	• Operational Risks • Personnel Risks	• Operation: Driving behavior, condition of transport vehicles, environment within oil depots and forecourt areas. • Supply Chain: Safety of construc-tion/maintenance contractors.	Short-term	**High** • Medical expenses and compensation for injuries/fatalities • Increased property and personal insurance premiums • Legal fines due to negligence in safety measures • Irrecoverable damage to assets (transport vehicles, service stations) • Business interruption if stations/depots must be temporarily closed due to accidents	Transportation and logistics, operations, storage and inventory management	Employees	Suppliers, contractors, communities	3 GOOD HEALTH AND WELL-BEING 8 DECENT WORK AND ECONOMIC GROWTH	GRI 403: Occupational Health and Safety
Resource and Environmental Management The management of water and energy consumption, as well as waste management (general waste, hazardous waste, plastic waste) generated from business operations to achieve maximum efficiency in line with the Circular Economy principles.	(+) Single-use plastic waste from food and beverage packaging in the non-oil business, and degraded oil requiring disposal. (−) Upcycling waste materials to create added value and reduce the volume of waste sent to landfills.	• Operational Risk • Environmental • Regulatory Risk	• Product/Service: Coffee cups, convenience store packaging • Operation: Water and electricity consumption at service stations and retail stores	Medium-term	**Medium** • Costs of waste disposal and wastewater treatment • Increased water and electricity expenses due to inefficient usage	Procurement (packaging), operations (stores/ service stations), waste management	-	Surrounding communities, government authorities, customers	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	GRI 303: Water, GRI 306: Waste

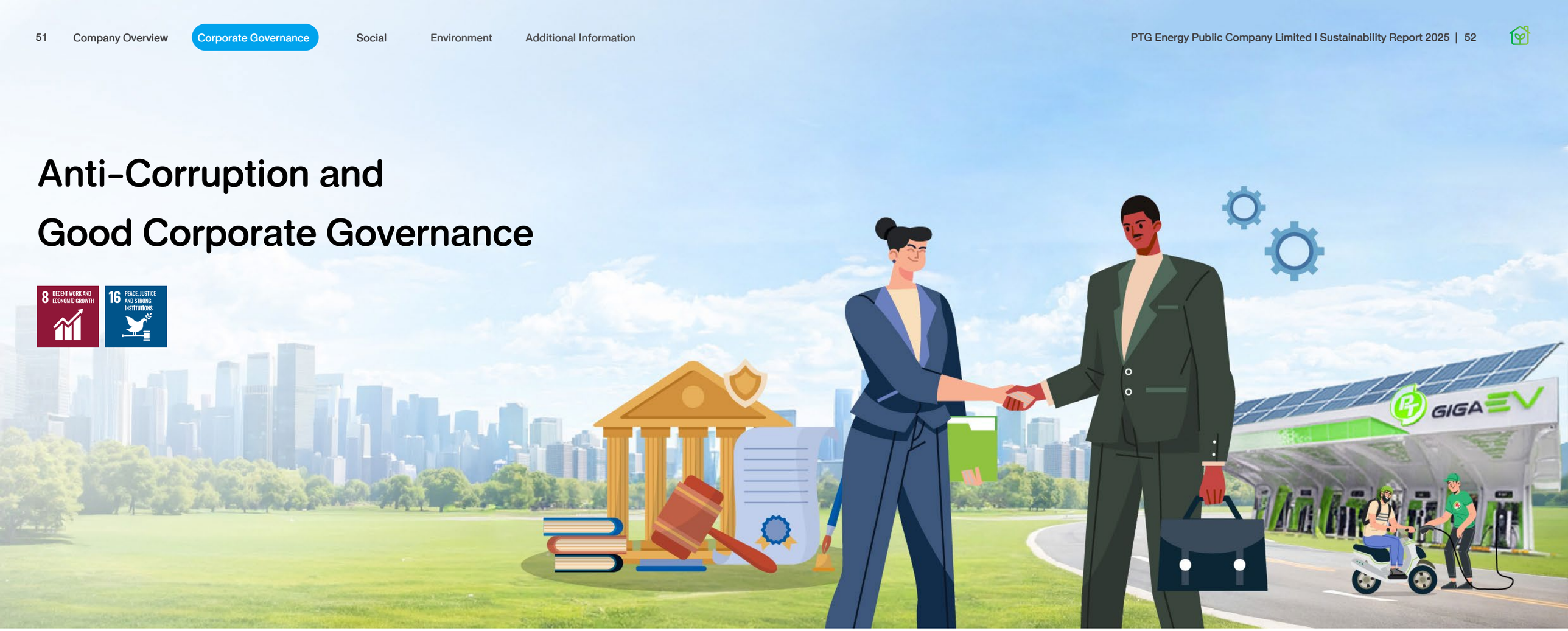
Material Topics	Impacts that Have Occurred or May Occur	Enterprise-Level Risk Category	Causes Of Impacts	Duration Of Impact	Level Of Financial Impact	Value Chain	Internal Stakeholders	External Stakeholders	SDGs	GRI Topic Standards
Climate Change Management The management of greenhouse gas (GHG) emissions reduction from operations (Scope 1 & 2), particularly from the transportation sector and service stations, including adaptation to climate change risks and the pursuit of opportunities in clean energy businesses.	⊕ Carbon dioxide emissions from fuel combustion by the logistics fleet and service stations, contributing to global warming. ⊖ Expansion of EV infrastructure and renewable energy helps reduce the country's carbon footprint.	• Regulatory Risk • Physical Risk	• Operation: Electricity consumption at service stations/offices • Product/Service: Fuel sales, goods transportation (Logistics Fleet)	Long-term	**High** • Future carbon tax costs • Volatile fuel energy costs (oil) • Capital expenditure (CAPEX) for technology transition (e.g., purchasing EVs, installing solar systems) • Asset damage (service stations/depots) from natural disasters (flooding) • Opportunities to access low-interest green financing (Green Bonds/Loans) • Opportunities to generate new revenue from green energy businesses (EV, Solar)	Transportation and logistics, operations (service stations), supporting activities (facility management)	-	Government authorities, investors, communities, customers	7 AFFORDABLE AND CLEAN ENERGY 13 CLIMATE ACTION	GRI 302: Energy, GRI 305: Emissions
Creating Shared Value with Communities and Society Operations aimed at improving the quality of life of communities surrounding business locations and society at large through local employment, public benefit support, and CSR/CSV initiatives.	⊕ Communities gain higher income and improved well-being, and the company earns acceptance to operate in the area (Social License to Operate). ⊖ Operational impacts (noise, odors, traffic) that may disturb nearby communities.	• Reputational Risks • Social Risks	• Operation: Location of service stations and oil depots near communities	Long-term	**Low** • Budget for donations and CSR activities • Costs related to handling complaints or public protests • "Social License to Operate" - social value that facilitates business expansion • Increased local sales driven by community support	Operations (local branches), corporate relations activities	-	Communities, local authorities, society	11 SUSTAINABLE CITIES AND COMMUNITIES	-
Respect for Human Rights and Equality Respecting human rights in accordance with international principles; treating employees equally without discrimination; and ensuring fair employment conditions, including for vulnerable groups and migrant workers.	⊕ Employees demonstrate stronger engagement with the organization, reduced turnover rates, and an enhanced corporate image as a company that respects human rights. ⊖ Complaints regarding discrimination or labor rights violations within the supply chain.	• Legal Risk • Reputational Risk	• Operation: Human resource management, welfare policies • Supply Chain: Employment practices of suppliers and contractors	Medium-term	**Medium** • Legal defense costs • Fines and compensation payments • Corporate reputation impact affecting share price • Revenue decline due to consumer boycotts in the event of negative publicity	Human resource management, operations (all branches)	-	Employees, suppliers, human rights organizations	5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES	GRI 401: Employment GRI 405: Diversity and Equal Opportunity
Risk Management and Crisis Response A systematic Enterprise Risk Management (ERM) process covering the identification, assessment, and management of emerging risks, including the development of a Business Continuity Plan (BCP) to ensure preparedness for various crises. This enables the business to continue operating and recover as quickly as possible.	⊕ The organization demonstrates resilience and is able to continue operations even during a crisis. ⊖ Business interruption resulting in financial losses.	• Strategic Risk • Operational Risk	• Operation: Internal control systems and emergency response plans • Supply Chain: External risk factors affecting the supply chain	Medium- to Long-term	**High** • Insurance premium costs • Budget for preparedness and emergency drills • Organizational resilience helps maintain share price stability • Reduced likelihood of revenue loss during crises (Business Continuity)	Corporate governance	Board of Directors, employees	Shareholders	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	GRI 2-12: Role of highest governance body in overseeing impact management

Material Topics	Impacts that Have Occurred or May Occur	Enterprise-Level Risk Category	Causes Of Impacts	Duration Of Impact	Level Of Financial Impact	Value Chain	Internal Stakeholders	External Stakeholders	SDGs	GRI Topic Standards
Human Resource Management The management of human capital, from recruiting and retaining high-potential talent to developing skills and knowledge (Upskilling/Reskilling) through training centers, ensuring fair compensation and benefits, and promoting employee engagement and clear career development pathways.	⊕ Enhances operational efficiency and organizational innovation while reducing employee turnover rates. ⊖ Talent shortages that may hinder business expansion.	Operational Risk	• Operation: Internal HR processes, training programs, organizational culture	Long-term	**Medium** • Recruitment and training costs • Hidden costs associated with employee turnover (Turnover Cost) • Increased revenue per head (Revenue per Head)	Human resource management	Employees	-	4 QUALITY EDUCATION 8 DECENT WORK AND ECONOMIC GROWTH	GRI 401: Employment, GRI 404: Training and Education
Digital Transformation and Innovation Management Driving business growth through expanded investment and the development of innovative new products/services (New S-Curve) to meet evolving consumer needs and generate sustainable returns.	⊕ Generates revenue and profit for the Company, diversifies business risks, and contributes to the country's economic growth. ⊖ Investment risks associated with new ventures that may not succeed.	Strategic Risk	• Product/Service: Development of new business models (Non-oil) • Operation: Consumer responsiveness	Long-term	**High** • Research and development expenses (R&D Cost) • Capital expenditure (CAPEX) for new projects • Sustainable growth in market capitalization (Market Cap) • New revenue streams from New S-Curve (Non-oil growth) • Diversification of the revenue portfolio	Marketing and sales, business development, finance	Employees	Shareholders, investors, customers	8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	GRI 201: Economic Performance
Sustainable Supply Chain Management Selecting and managing partners with consideration of Environmental, Social, and Governance (ESG) criteria to reduce risks and promote mutual growth, especially among farmers and SMEs.	⊕ Creates stable income for farmers and local partners. ⊖ Risk if partners violate labor laws or damage the environment, which may have a cascading impact on the Company.	• Strategic Risk • Reputational Risk	• Supply Chain: Procurement processes, supplier audits, supplier relationship management	Long-term	**Medium** • Supplier audit costs • Potentially higher raw material costs from selecting high-quality suppliers • Supply chain stability, reducing long-term cost volatility • Revenue loss if a supply shortage occurs	Procurement (upstream), supporting activities (purchasing)	-	Suppliers, business partners, communities	8 DECENT WORK AND ECONOMIC GROWTH 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	-
Circular Economy Managing resources to maximize their value by focusing on waste reduction at the source (Reduce), reusing and recycling resources (Reuse/Recycle), and converting waste into value-added products (Upcycling). This includes packaging management in the retail business (e.g., coffee cups, plastic bags), waste management at service stations, and promoting the use of environmentally friendly materials to reduce environmental impact and achieve the goal of Zero Waste to Landfill.	⊕ Reduces operating costs through efficient waste management and decreased use of new resources • Generates new revenue streams from waste-to-value initiatives or eco-friendly products • Enhances a responsible, environmentally conscious brand image, attracting green consumers ⊖ Risk of pollution and accumulated waste if end-of-life management is ineffective, especially single-use plastics	• Operational Risk • Regulatory Risk	• Product/Service: Eco-packaging design, biodegradable coffee cups, sale of upcycled products • Operations: Waste sorting processes at service stations and offices, recycled wastewater treatment systems • Supply Chain: Sourcing environmentally friendly materials from suppliers	Long-term	**Medium** • Higher initial costs of eco-packaging compared to conventional plastics • Reduced waste disposal fees • Increased brand value in the eyes of investors and customers	Procurement (green procurement), operations, post-consumer waste management	-	Communities, government agencies, customers, suppliers	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION	GRI 301: Materials (301-2, 301-3) GRI 306: Waste (306-1, 306-2)

Material Topics	Human Rights Impacts		
	Potential Human Rights Issues	Vulnerable Group	Individual Human Rights*
Product and Service Quality and Safety	Food or beverage contamination, or sub-standard fuel/gas quality, causing harm to health	• Children and the elderly (Vulnerable Consumer Groups) • Individuals with health conditions	Article 28: Right to health Article 1: Right to life (in severe cases) Article 27: Right to an adequate standard of living
Customer Relationship Management and Responsibility	Neglecting complaints or providing misleading information, resulting in consumers losing opportunities or suffering damages	• Consumers with limited literacy (Low Literacy) • Elderly persons	Article 19: Right to receive accurate information Article 8: Right to an effective remedy
Cybersecurity and Personal Data Protection	Personal data breaches (Identity Theft) or unauthorized use of data without consent	• Loyalty program customers (Max Card members) • Employees	Article 11: Right to privacy
Anti-Corruption and Good Corporate Governance	Discrimination in procurement processes or unfair competition practices	• Small-scale suppliers (SMEs) • Whistleblowers	Article 6: Right to equality before the law / freedom from discrimination Article 9: Right to a fair trial
Expansion of Core Business and Transition to New Businesses	Branch expansion that may affect traditional ways of life or displace small local businesses in communities	• Traditional retail shops (Mom-and-pop Stores) • Local communities	Article 24: Right to work (impact on livelihood opportunities) Article 31: Right to self-determination of one's way of life
Occupational Health, Safety, and Working Environment	Transportation accidents (Road Safety) and safety risks in high-risk operational areas	• Drivers • General road users	Article 1: Right to life Article 25: Right to just and favorable working conditions (including safety)
Resource and Environmental Management	Water contamination or waste affecting the hygiene of surrounding communities	• Communities surrounding treatment ponds/waste disposal sites • Waste collectors / informal sector workers	Article 28: Right to health Article 27: Right to an adequate standard of living
Climate Change Management	Impacts from increasingly severe natural disasters driven by greenhouse gas emissions	• Farmers in the supply chain (affected by impacts on agri-cutural yields)	Article 31: Right to use natural resources
Creating Shared Value with Communities and Society	Operational impacts (noise, traffic) that disrupt normal living conditions	• Residents living adjacent to service stations/depots • Children and patients in the community	Article 11: Right to privacy (the right to peaceful enjoyment of one's residence) Article 19: Right to freedom of expression (in public consultation processes)
Respect for Human Rights and Equality	Discrimination based on race, gender identity, or religion in the workplace	• Women and pregnant women • Indigenous peoples/local communities • LGBTQ+ individuals • Children • Elderly persons • Persons with disabilities • Migrant workers	All individual human rights issues identified as relevant to the Group's business operations
Risk Management and Crisis Response	Lack of preparedness for evacuation or ensuring employee safety during emergencies	• On-site operational staff • Subcontractors	Article 1: Right to life Article 25: Right to just and favorable working conditions (safety)
Human Resource Management	Unfair compensation or limited access to skills development opportunities	• Operational-level employees (Blue Collar) • Contract employees (Sub-contract)	Article 23: Right to social security Article 29: Right to education (training)
Digital Transformation and Innovation Management	Unequal access to digital services (Digital Divide), resulting in certain customer groups being disadvantaged	• Elderly persons • Low-income individuals	Article 6: Right to equality before the law (in access to services) Article 19: Right to receive accurate information
Sustainable Supply Chain Management	Use of child or forced labor, or unfair pricing practices in agricultural procurement	• Smallholder farmers • Agricultural workers	Article 25: Right to just and favorable working conditions Article 27: Right to an adequate standard of living (Living Wage)
Circular Economy	Health and safety risks for individuals involved in waste sorting and recycling processes	• Waste collectors/house-keeping staff	Article 28: Right to health Article 25: Right to just and favorable working conditions

***Reference: IFC Guide to Human Rights Impact Assessment and Management (HRIAM)**

Anti-Corruption and Good Corporate Governance



Commitment

"Good corporate governance serves as a fundamental foundation for sustainable business operations. The Company is committed to upholding the principles of accountability, transparency, and fairness, which are essential to fostering long-term value creation and trust among all stakeholders."

Stakeholder Impact

The Company conducts its business in accordance with the principles of good corporate governance, emphasizing transparency, fairness, and accountability toward all stakeholder groups.By providing channels for stakeholder engagement and incorporating feedback into its operations, the Company strengthens trust and fosters sustainable relationships with shareholders, business partners, employees, and communities, while effectively managing supply chain risks and ensuring a safe and fair working environment.

Business Impact

Good corporate governance enhances organizational transparency and credibility, enabling the Company to manage risks effectively and adapt to changing business conditions. Sustainable collaboration with business partners and adherence to international standards improve supply chain efficiency, support stable financial performance, strengthen competitiveness, and drive long-term sustainable growth.

Performance Against Targets

Corporate Governance Rating of Listed Companies (CGR)

Performance 2025	Target 2025	Target 2027
Excellent	Excellent	Excellent

Significant Non-Compliance with Laws and Regulations

Performance 2025	Target 2025	Target 2027
0 case	1 case	0 case

Management Approach

The Company recognizes the importance of an effective corporate governance system in supporting the achievement of strategic objectives amid an increasingly complex and dynamic business environment. Accordingly, the Company continuously develops and enhances its governance processes by integrating risk management, legal oversight, and regulatory compliance, along with systematic monitoring and performance evaluation. These practices ensure prudent and transparent business operations in compliance with applicable laws and standards, while taking into account stakeholder impacts and strengthening the Company's long-term sustainability.

Composition of the Board of Directors

The Board of Directors comprises ten directors, consisting of eight non-executive directors and two executive directors. Of these, four are independent directors in accordance with the Company's definition of independent directors and the regulations of the Capital Market Supervisory Board of the Securities and Exchange Commission (SEC) (as of December 31, 2025). All directors possess the required qualifications and do not exhibit any prohibited characteristics under applicable laws and regulations. They also bring diverse knowledge, expertise, skills, and experience that align with the Company's business strategy. In addition, the Company limits directorships held by each director in listed companies to no more than five to ensure that directors can devote sufficient time and attention to their duties, perform effectively, and deliver maximum value to the organization in line with the principles of good corporate governance.

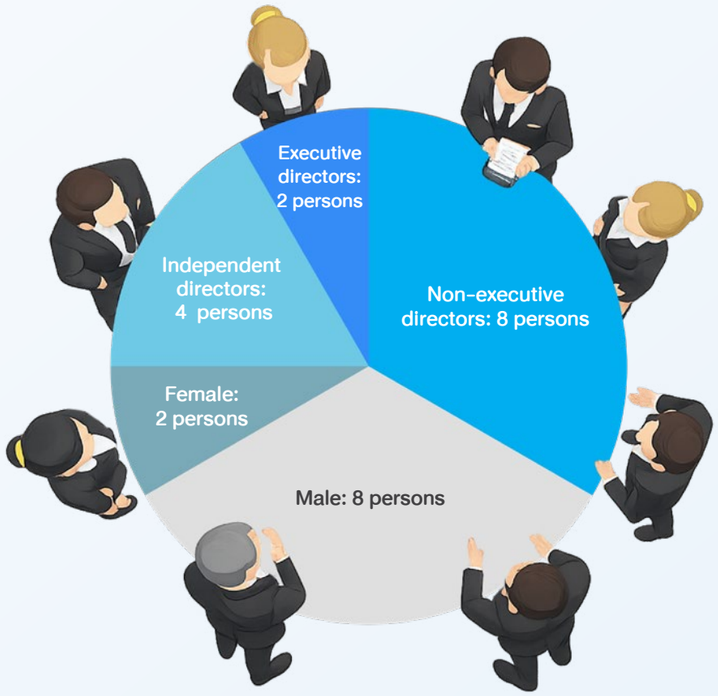
The Company has established independent sub-committees to support the Board's oversight responsibilities, all of which operate under the accountability of the Board of Directors, as follows:

1. Executive Committee – 3 members, including 1 non-executive director
2. Audit Committee – 3 members, all of whom are independent directors (100%)
3. Nomination and Remuneration Committee – 3 members, including 2 independent directors (67%)
4. Corporate Governance and Sustainability Committee – 3 members, including 2 independent directors (67%)
5. Risk Management Committee – 3 members, comprising 2 non-executive directors and 1 executive director

The Company has designated the Chairman of the Board to serve as a Non-Executive Director to strengthen independent oversight and ensure an appropriate balance of power between the Board and management.

This governance structure enables the Company to maintain an effective and transparent corporate governance system in accordance with good governance principles, supports prudent strategic decision-making, and reinforces confidence among shareholders, investors, and all stakeholder groups.

Board Composition



The average tenure:
8.84 years

Director and Executive Nomination

The Company takes into consideration board diversity in its nomination process, including the proportion of female independent directors and directors (gender diversity), as well as diversity in race, nationality, religion, and age. In addition, the Company considers directors' skills, competencies, experience, and specialized expertise relevant to the Company's business and the Materials Industry, in accordance with the Board Skills Matrix. Candidate selection is also supported by director databases and pools, including those of the Thai Institute of Directors (IOD), to promote an appropriate and diverse composition of the Board of Directors in line with established criteria.

Furthermore, the Company is committed to promoting gender diversity by targeting a minimum of 30% representation of directors of diverse genders across the Board, including male, female, and non-binary individuals. Nevertheless, such consideration is primarily based on candidates' skills and experience that are aligned with the Company's business strategy.

Shareholders' Rights in the Election of Directors

The Company places strong emphasis on good corporate governance and the protection of shareholders' rights. Shareholders are entitled to exercise their voting rights to appoint and remove directors at shareholders' meetings in accordance with applicable laws and the Company's Articles of Association. Director elections are conducted on a rotational basis upon the completion of directors' terms to ensure board stability and continuity in corporate oversight. The nomination and election process is carried out in a transparent and fair manner, based on candidates' qualifications, suitability, and capabilities, to ensure that the Board's composition remains aligned with the Company's long-term business strategy and objectives.

Criteria, Procedures, and Qualifications of Directors, Sub-Committees, and the Chief Executive Officer

The Nomination and Remuneration Committee is responsible for establishing the criteria, procedures, and qualifications for the nomination of directors, sub-committee members, and the Chief Executive Officer. In doing so, the Committee takes into account board diversity without discrimination on the basis of gender, age, race, nationality, religion, or other personal background, while also considering candidates' knowledge, experience, expertise relevant to the Company's business, time commitment, and ability to perform their duties effectively.

The nomination and appointment process is conducted in compliance with applicable laws, rules, and regulations, including the requirements of the Capital Market Supervisory Board and the Stock Exchange of Thailand. Candidates are proposed for approval by the Board of Directors and/or the Annual General Meeting of Shareholders, as appropriate. The Company also provides shareholders with the opportunity to propose qualified candidates for consideration in advance of the shareholders' meeting.

Individuals appointed as directors must possess all qualifications required by law and must not have any prohibited characteristics. They are expected to demonstrate leadership, integrity, ethical conduct, and independence, with no conflicts of interest. In addition, directors must possess skills in line with the Board Skills Matrix, covering areas such as strategy, business, finance, law, technology, risk management, and corporate governance, in order to support effective oversight and the Company's sustainable growth.

Furthermore, the Nomination and Remuneration Committee establishes a systematic succession plan for senior executives to ensure management continuity and to strengthen long-term confidence among shareholders and stakeholders.

The Company conducts an annual review of the Board of Directors' Skill Matrix, together with the Board performance evaluation, to ensure its effectiveness in defining the criteria for the nomination of new directors and in strengthening the competencies of existing directors. The skills and expertise of the Board of Directors are summarized as follows:

Board Skill Matrix

Director's Name	PART 1 - Skills & Experience				PART 2 - Sector-Specific Skills						PART 3 - Other Relevant Skills				
	Business Management	People Management & Leadership	Domestic & International Trading	IT, Digital Transformation, AI & Robotics	Energy Business	Retail Business	E-Commerce	Real Estate Business	Bio-Energy & Renewable Power	Agricultural Biomass / Waste Utilization	Health, Safety and Sustainability (HSS)	Strategic Planning	Internal Audit, Internal Control and M&A	Innovative Research & Development	Financial Technology & Banking
Mr. Teeranun Srihong	✓	✓	✓	✓	✓	✓	✓	✓	✓	-	✓	✓	✓	✓	✓
Mr. Pitak Ratchakitprakarn	✓	✓	✓	-	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Mr. Pongsak Vachirasakpanich	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Mr. Supote Pitayapongpat	✓	✓	✓	-	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Mrs. Malinee Sumboonnanondha	✓	✓	✓	✓	-	✓	✓	✓	-	-	✓	✓	✓	✓	✓
Ms Yaowaluk Aramthaveethong	✓	✓	✓	-	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Mr. Krairawee Sirikul	✓	✓	✓	✓	✓	-	✓	✓	✓	-	✓	✓	✓	✓	✓
Mr. Shanisit Nitayanurak	-	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	-	-
Dr. Chalermruth Narkvichien	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Mr. Rangsun Puangprang	✓	✓	✓	-	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Total	9	10	10	6	9	9	10	10	9	7	10	10	10	9	9

The Board of Directors comprises individuals with diverse backgrounds in terms of skills, professional experience, gender, and competencies, in accordance with the established Skill Matrix. These include expertise in business management, strategic planning, energy business, retail business, e-commerce, bioenergy and renewable energy, as well as human resource management and leadership. Such competencies are essential for effective corporate governance and support the Company in driving growth in line with its strategic plans and defined objectives.

In addition, all non-executive directors possess experience and knowledge relevant to the Company's business, as well as expertise in areas such as law, accounting, finance, information technology and digital transformation, artificial intelligence and robotics, health, safety, and sustainability, as well as research and innovation development. These competencies enhance the Board's comprehensive oversight and contribute to effective strategic decision-making

Performance Evaluation of the Board of Directors

The Company conducts a performance evaluation of the Board of Directors at least once a year. The evaluation covers both individual directors and the Board as a whole to ensure continuous monitoring and enhancement of the Board's effectiveness. The evaluation process consists of two main components:
(1) the evaluation of the Board of Directors
(2) the evaluation of Board sub-committees. Upon completion of the evaluation, a summary report and recommendations from the Board are prepared. These findings are used to improve, monitor, and further develop the performance of the Board in an effective manner. The performance evaluation of the Board of Directors is based on six key assessment areas, as outlined below.

Key Components in the Evaluation of the Board of Directors' Performance:

1. Structure and Qualifications of the Board of Directors
2. Roles, Duties, and Responsibilities of the Board of Directors
3. Board of Directors Meetings
4. Dynamics of the Board's Performance
5. Relationship with Management
6. Development of Board Members

Board of Directors Performance Evaluation Results:

Overall board evaluation
98.42%

Individual self-assessment
99.52%

To ensure effective corporate governance, each director is expected to attend at least 75 percent of the total number of Board of Directors' meetings held during the year.

Indicators	Board of Directors	Audit Committee	Executive Committee	Risk Management Committee	Corporate Governance and Sustainable Committee	Nomination and Remuneration Committee	Investment Committee
Number of Meetings (Sessions)	11	10	12	4	7	7	4
Meeting Format							
Physical	4	10	11	4	7	7	4
Hybrid	7	-	1	-	-	-	-
Attendance Rate (%)	100	100	100	100	100	100	100
Performance Evaluation Results by Committee (%)	98.42	100	100	99.80	99.31	99.65	100

The Company has established a performance evaluation system for personnel at each level, including senior executives and the Chief Executive Officer, using strategic management planning tools. The Balanced Scorecard (BSC) is applied to measure the achievement of performance in accordance with the defined strategic plan, vision, and mission. Performance is assessed across four key perspectives, as follows:

Financial Perspective

Indicators related to finance, such as return on investment (ROI), net profit, and sales volume

Customer Perspective

Indicators related to customers or marketing, such as customer satisfaction, customer retention, and customer loyalty

Internal Process Perspective

Indicators related to the organization's internal operations and processes, including project timelines, system response times(SLA), production processes, and service efficiency

Learning and Growth

Perspective Indicators related to the organization's personnel, such as employee satisfaction and staff turnover rates.

In addition, the Company has incorporated its sustainability performance as part of the key performance indicators for evaluating the performance of the Company's leadership, including the Chief Executive Officer (or equivalent) and senior executives. This includes sustainability performance assessments based on the Company's participation in sustainability assessments conducted by the Stock Exchange of Thailand. The Company has established organizational success indicators aligned with four key objectives, as follows:

The Company's vision and mission

The Company's financial performance

Enhancing the capabilities of the Company's personnel to drive the achievement of business objectives

Fostering innovation within the Company and advancing toward new S-curve businesses

Corporate Indicators	CEO	Management	Employees
Financial Performance	✓	✓	✓
Productivity Initiative	✓	✓	✓
Sustainability Development	✓	✓	✓

Remuneration Determination Process

1. Determination of Directors' Remuneration

The Company has a Nomination and Remuneration Committee that conducts the initial review, based on the following criteria:

Consideration criteria: Benchmarking against companies in the same industry with a comparable size

- Alignment with the Company's performance (performance-based)
- Responsibilities and scope of duties of each director

Components of remuneration: Typically consists of meeting allowances and directors' fees (with no significant non-monetary benefits)

Approval process: Must be approved by the Board of Directors and proposed for approval at the Annual General Meeting of Shareholders each year

2. Determination of Executive Remuneration

The remuneration of the Chief Executive Officer (CEO) and senior executives is determined in alignment with the Company's short-term and long-term organizational success:

Short-term remuneration: Includes salary and annual bonuses, which are linked to individual Key Performance Indicators (KPIs) and the Company's profitability

Performance evaluation: The Nomination and Remuneration Committee evaluates the performance of the CEO and senior executives annually to determine adjustments to base salary and remuneration benefits

Roles and Responsibilities of the Board of Directors

The Company has established sub-committees that operate independently under the responsibility of the Board of Directors. These sub-committees oversee and ensure that the Company's management is conducted in accordance with good corporate governance and ethical standards. The key roles and responsibilities include:

Audit Committee	Corporate Governance and Sustainability Committee	Nomination and Remuneration Committee
• Review the financial reports to ensure that internal control systems are appropriate, effective, and in place. • Ensure that disclosures related to related-party transactions or potential conflicts of interest are accurate and complete. • Provide comprehensive summaries and offer recommendations to the Board of Directors.	• Provide guidance on establishing a corporate governance framework, anti-corruption policies, sustainability initiatives, and corporate social responsibility practices that align with the company's overall structure. • Review and update policies regularly to ensure they remain current and relevant, at least once a year. • Collaborate with management to assess compliance with corporate governance principles and policies. • Report findings and provide strategic recommendations to the Board of Directors at least on a quarterly basis.	• Ensure that the composition and size of the Board and its subcommittees are appropriate for the company's needs. • Develop and oversee a comprehensive succession plan for senior management positions. • Establish clear criteria and processes for selecting candidates for the Board of Directors. • Present recommendations to the Board of Directors for approval before submitting candidates for shareholder election.

Risk Management Committee	Executive Committee
• Oversee and support the execution of enterprise risk management and stakeholder engagement, ensuring alignment with the company's strategy and business objectives, while adapting to evolving market conditions. • Review risk management reports regularly. • Continuously monitor critical risks that could impact the organization. • Ensure that risk management practices are effective and appropriate across the organization.	• Define the company's policies, strategic direction, and core business operations, ensuring they align with economic conditions and competitive pressures, and submit them for approval by the Board of Directors. • Establish guidelines for resource allocation, budgeting, financial management, and investment policies. Ensure that these strategies are in alignment with the company's overall objectives and business goals.

Board Development and Capacity Building

In accordance with PTG's policy, the Company encourages all directors to continuously enhance their capabilities by participating in training and development programs. These include courses organized by the Thai Institute of Directors (IOD), as well as other relevant programs and seminars related to the Company's business. In 2025, all ten members of the Board of Directors attended training programs organized by the Thai Institute of Directors and other reputable institutions, including the following:

- Director Forum 2025: Future-Ready Boards: Board Nomination and Compensation Strategies
- Director's Briefing 2/2025: Navigating Risks and Capturing Opportunities in The Warming World
- TOP Green Executive Program
- Leading Beyond Questions the Board's Adaptive Leadership in Driving Organizational Change
- Director's Briefing 1/2025 Future Economy 2025 Powered by Technology
- Dinner Talk 2025: "Lifestyle Medicine – Preventive Healthcare"
- Director's Briefing 7/2025: The Unheard Voice: The Art and Science of Reading Unspoken Language in the Boardroom
- Director's Briefing 3/2025: Employee Wellbeing and Motivation after Crisis: Mental Health Support Following Earthquakes
- Capital Market Academy Executive Program, Class 35
- Subsidiary Governance Program (SGP), Class 13/2025
- Director Accreditation Program (DAP), Class 233/2025
- Director's Briefing 3/2025: The Awakening Brain: Integrating Technology, Neuroscience, Consciousness, and Quantum
- Special Event 1/2025: Elevating Boardroom Success with New Evaluation Services from Thai IOD
- The Art of Business War Masterclass
- Boardroom Excellence: A Key to Corporate Success
- Strategist's Mind Masterclass #3
- Visionary Leadership Masterclass
- ESG in the Boardroom: A Practical Guide for Board ESG, Class 11/2025
- A New Era for Audit Committees: Adapting to Emerging Risks and Evolving Competencies
- Subsidiary Governance Program (SGP), Class 13/2025
- Risk Management for Executive by Dr. Piyawadee Khovidhunkit
- Company Secretary Forum 2025: Behind the Boardroom: The Art of Conflict Management for Company Secretaries
- Hot Issue for Directors: The Evolving Role of Audit Committee in Fostering Trust and Transparency
- PDPA Management Training 2025
- The Board's Roles in Climate Governance (BCG), Class 5/2024
- Building Future-Ready Organizations Through Chairman
- Director's Briefing 13/2025 Fiduciary Duty in Action: How Independent Directors Navigate Family Ownership Conflicts in The Boardroom
- Director's Briefing 14/2025: Business Transformation and Leadership Summit 2025 Symphony of Disruptions - The Great Convergence

Compliance Management Practices

The Company places strong emphasis on ensuring compliance with applicable laws, regulations, and standards at both domestic and international levels in order to support transparent and sustainable business operations. A legal compliance checklist is regularly prepared, and the performance of relevant functions is systematically monitored.

The Company has established a Compliance Policy to serve as guidance for directors, executives, and employees, supported by continuous communication and training to enhance knowledge, understanding, and awareness of compliance roles and responsibilities.

In addition, the Company promotes compliance risk management to mitigate the risks of legal and regulatory non-compliance, which could adversely impact the Company's performance and reputation. Compliance processes are regularly monitored and reviewed to ensure alignment with the evolving business environment and to support long-term sustainable growth.

Performance

During the past year, the Company did not encounter any significant violations of laws, whether civil or criminal, nor of laws and regulations under the supervision of relevant regulatory authorities, such as the Securities and Exchange Commission (SEC). The Company did not incur any fines or penalties imposed by government authorities, and no complaints relating to ethical misconduct or improper actions that could adversely affect the Company's reputation and corporate image were identified.

Business Ethics and Anti-Corruption

The Board of Directors has established and implemented a Group-wide Code of Ethics and Business Conduct to serve as a guiding framework for directors, executives, and employees at all levels. The Code covers ethical conduct toward all stakeholder groups, including employees, shareholders, customers, business partners, competitors, and society as a whole. This framework supports efficient business operations grounded in ethical principles, transparency, and accountability.

In addition, the Company has established a systematic process to monitor and assess compliance with the Code of Ethics and Business Conduct, with results reported to the Corporate Governance Committee. This ensures ongoing ethical oversight and supports the effective and appropriate management of any violations of business ethics or the Code of Conduct.

Results of Good Corporate Governance Practices

The Company has been assessed under the Corporate Governance Rating (CGR Checklist) for listed companies by the Thai Institute of Directors (IOD) and received a 5-star rating at the "Excellent" level.

The Company received a 5-Coin rating, at the "Excellent – Exemplary" level, from the Thai Investors Association (TIA) under the Annual General Meeting Quality Assessment (AGM Checklist).

All directors, executives, and employees at every level of the organization have completed training and formally acknowledged the Corporate Governance and Code of Business Conduct Handbook. This handbook serves as a guiding framework for their professional conduct and reflects the organization's ongoing commitment to promoting and upholding the principles of good corporate governance.

Further details are available at : the Corporate Governance and Code of Business Conduct Handbook

The Company has consistently complied with anti-corruption and anti-bribery measures certified under the Thai Private Sector Collective Action Against Corruption (CAC). The Company signed the Declaration of Intent of the Thai Private Sector Collective Action Against Corruption on October 28, 2014 and has been granted its third renewal of CAC certification, effective from December 31, 2024 through December 31, 2030, by the Thai Institute of Directors Association (IOD).

Conflict of Interest Prevention and Management

The Company has established governance mechanisms to systematically prevent and manage conflicts of interest. These mechanisms cover the disclosure of interests, the review of related party transactions, and oversight of directorships and shareholdings of directors, executives, and related persons. Individuals are required to submit regular declarations of interests, and those with vested interests are prohibited from participating in the consideration or approval of related matters. All related party transactions must be conducted on an arm's length basis and disclosed in strict compliance with the regulations of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET).

Measures Governing Securities Trading and the Use of Insider information

The Company has implemented controls over the use of insider information and securities trading by directors, executives, and relevant employees. These measures include clearly defined Blackout Periods and Quiet Periods, as well as requirements to report changes in securities holdings in accordance with applicable laws. The Company regularly reviews and communicates these policies to ensure awareness and compliance, thereby preventing improper use of insider information and maintaining the confidence of shareholders and stakeholders.

Performance

In 2025, the Company recorded no incidents of conflicts of interest, misuse of insider information, or violations of regulations related to securities trading or related party transactions.

Whistleblowing and Complaint Handling Mechanism

The Company places strong emphasis on good corporate governance, transparency, and anti-corruption practices. It has established a whistleblowing and complaint handling mechanism to enable stakeholders to report suspected violations of laws, regulations, internal policies, or the Company's Code of Business Conduct. A Whistleblowing Policy has been implemented, and reporting channels are communicated through the Company's website and internal systems (Intranet), covering both employees and external parties. The Board of Directors has assigned the Company Secretary to receive complaints and whistleblowing reports and to submit quarterly reports to the Board of Directors to ensure proper review and oversight in accordance with principles of good governance, transparency, and fairness. The Company provides accessible channels for whistleblowing and complaints for all stakeholder groups, as outlined below:

1. Complaint Reporting

External stakeholders and employees

2. Receiving Complaints

Available channels for whistleblowing or reporting complaints:
Company website: www.ptgenergy.co.th
Email: whistleblower@pt.co.th
Mail: Board of Directors Secretary
PTG Energy Public Company Limited 90 CW Tower A, 33rd Floor

3. Actions Under the Whistleblower or Complaint Reporting Policy

The Board of Directors Secretary informs the relevant departments to initiate an investigation or follow up on the resolution of the complaint.
Protective measures are in place to ensure the confidentiality of whistleblowers, with strict non-disclosure of their identity.
The department or investigator reports the findings to the Board of Directors Secretary.

4. Reporting Results

A summary of fraud-related complaints is presented to the Audit Committee on a quarterly basis.
A summary of business ethics-related complaints is submitted to the Corporate Governance Committee on a quarterly basis.

False Reporting

If an investigation determines that a report was made with false information due to intentional misrepresentation, distortion of facts, or defamation of others, the reporting individual shall be deemed to have violated the Company's Code of Ethics. Disciplinary actions shall be imposed in accordance with the Company's rules and regulations and/or applicable laws.

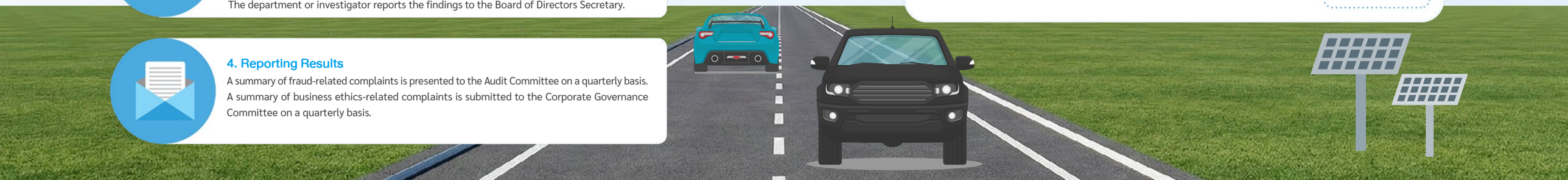
Protection of Whistleblowers and Complainants

The Company treats all information received from informants or whistleblowers with the strictest confidentiality and exercises due care in handling investigations to prevent any adverse impact on informants or whistleblowers, or their employment status. Employees and stakeholders who report complaints, disclose information, or provide factual evidence in good faith, as well as all related parties, shall be protected from retaliation or any negative employment consequences by the alleged wrongdoers.

In 2025, the Company received a total of 97 complaints through its complaint handling channels. The Company conducted fact-finding investigations in accordance with established procedures in a systematic and fair manner. Based on the review of relevant evidence, no significant misconduct was found that would have a material impact on the Company's reputation or business operations. However, some cases remain under further investigation, and the Company will proceed in accordance with the relevant regulations and measures once the investigations are completed.

Summary of Complaints for 2025

	2025
Total number of complaints received	97
Complaints successfully resolved	54
Number of substantiated complaints	16
Fraud or bribery	
Corruption / Solicitation of Benefits	1
Discrimination or harassment	0
Customer personal data and privacy	0
Conflict of interest	0
Money laundering or insider trading	0
Misconduct or abuse of authority	5
Violations of, or non-compliance with, policies and procedures	8
Other Cases	2



Example of corrective actions and preventive measures

The Company places importance on ensuring that employees perform their duties in accordance with the organization's ethics and regulations. If any misconduct by employees is identified, the Company will consider and impose disciplinary actions as appropriate to each case, including verbal warnings, written warnings, and termination of employment without compensation, in accordance with the Company's human resource management regulations.

In addition, the Company has continuously implemented preventive and oversight measures to mitigate the risks of fraud and inappropriate conduct. Key approaches include the following:

- Regularly communicating and emphasizing to employees the policy of not accepting or soliciting gifts, assets, or any other benefits from external parties in order to prevent risks related to conflicts of interest and corruption.
- Conducting regular reviews of branch employees' performance, such as random monitoring of operations through closed-circuit television (CCTV) systems and cross-checking with employee time attendance records to ensure compliance with established regulations.
- Performing periodic random inventory checks, with particular focus on controlled items and high-value products, to prevent discrepancies and reduce the risk of fraud in inventory management.
- Promoting communication and building a proper understanding of employees' rights and responsibilities, such as sick leave entitlements and job duties, to prevent misunderstandings between departments and employees.
- Promoting mutual understanding regarding appropriate workplace conduct and maintaining a zero-tolerance approach toward intimidation, harassment, or violence in the workplace.

Communication of Business Ethics and Anti-Corruption Commitment for 2025

The Company has undertaken the following initiatives to promote anti-corruption:

The Company organized an online training program on "Anti-Corruption and Code of Conduct" for employees across the Group, with a total of 109 participants. The training covered key topics, including business ethics, prevention of conflicts of interest, prevention of insider information misuse, and anti-corruption practices. The objective was to enhance employees' knowledge, understanding, and awareness, and to reinforce ethical conduct based on integrity, transparency, and adherence to business ethics principles.

This training program was conducted as part of the Company's ongoing personnel development initiatives, with the aim of ensuring that employees across the organization share a consistent understanding of the anti-corruption policy and appropriate standards of conduct. This contributes to the cultivation of a transparent and sustainable corporate culture aligned with good governance practices. In addition, the training provided a platform for employees to exchange views and raise questions on relevant issues, thereby strengthening their understanding of roles and responsibilities and enabling the effective application of ethical principles in daily work practices.

In addition, the Company conducted an assessment of employees' Corporate Governance Awareness within the organization to strengthen transparent, ethical business practices in line with the principles of good corporate governance.

In 2025, the average assessment score was 96.30%

reflecting a high level of employees' understanding and awareness of corporate governance principles.

The Company also promoted anti-corruption practices by communicating its "No Gift Policy" to employees, subsidiaries, and external parties during festive seasons and on other occasions. This communication was delivered through the Company's intranet, corporate website, and email channels to demonstrate the Company's commitment to establishing ethical standards with all stakeholders.

In 2025, the Company communicated this policy to 1,633 business partners.

Risk Management and Crisis Response

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Commitment

“ The Company is committed to enhancing proactive risk and crisis management through an operational framework aligned with international standards and ESG best practices. This approach aims to strengthen confidence among all stakeholder groups by integrating globally recognized risk management principles and embedding risk awareness as part of the corporate culture. Through effective risk governance, the Company seeks to create added value, enhance adaptability to change, deliver sustainable outcomes for all stakeholder groups, and support the Company’s sustainable growth over the long term.”

Stakeholder Impact

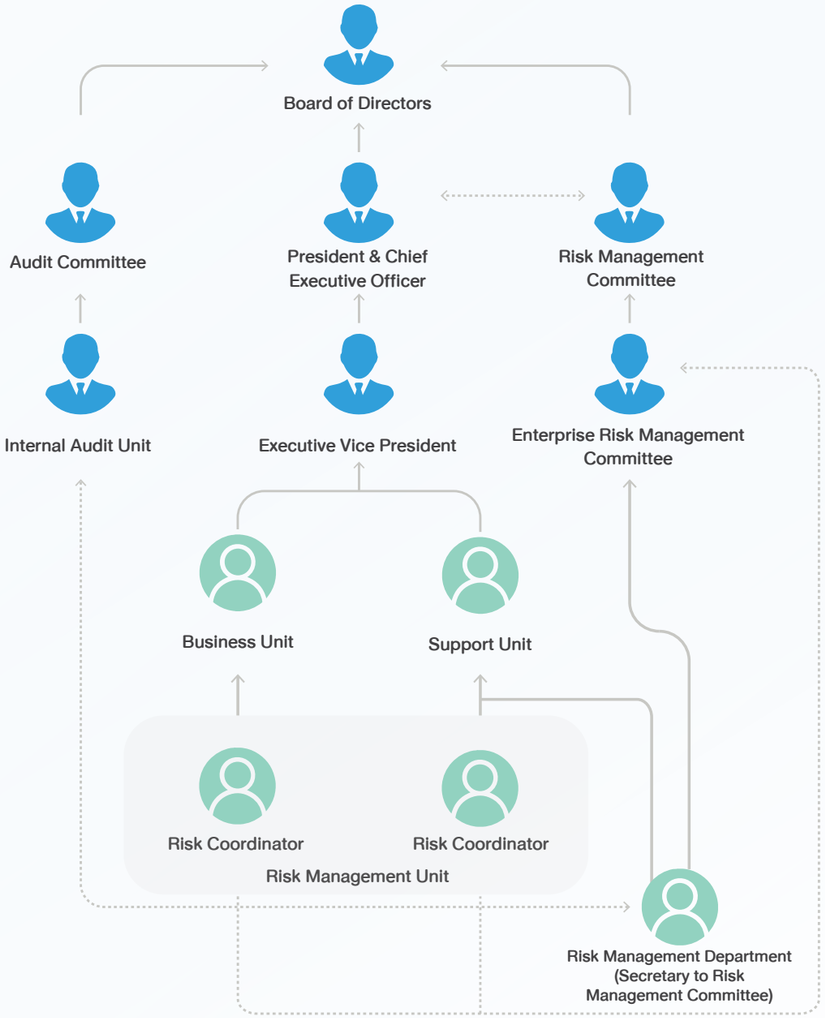
The Company places strong emphasis on risk management by considering the needs and expectations of all stakeholder groups in risk identification and assessment. This approach enhances the effectiveness of risk management and enables the Company to address relevant risks in a targeted manner. Effective risk management enhances service continuity and confidence among customers, supports a safe and motivating work environment for employees, and strengthens job security. It also builds trust among shareholders and investors by reducing risks that may affect financial performance and investment value, while maintaining strong relationships with business partners and suppliers. Furthermore, it helps mitigate potential impacts on communities and the environment and fosters confidence among financial institutions and regulatory authorities. As such, effective risk management serves as a key foundation for building trust and long-term sustainability for all stakeholder groups.

Business Impact

Risk management is a critical factor in achieving sustainable business operations. Effective risk management reduces performance uncertainty and enables the Company to manage potential risks efficiently, ensuring business continuity and the achievement of both short- and long-term objectives. It also strengthens organizational resilience, enhances value creation, and supports the Company’s sustainable growth in the long term.

Management Approach

1. Risk Management Structure



The Company has established a clear and systematic risk management structure to support good corporate governance and sustainable business operations. The Company has appointed an Enterprise Risk Management (ERM) Working Group comprising senior executives, as well as a Risk Management Committee consisting of Company directors. The Risk Management Committee is responsible for defining risk management policies and frameworks, overseeing and supporting risk management activities to ensure alignment with the Company's strategy and objectives, driving tangible outcomes, and promoting risk management as an integral part of the corporate culture at all levels to enhance comprehensive and effective risk management. In addition, the Company has established a Risk Management Implementation Working Group, a subcommittee composed of Risk Coordinators from each department. This group is responsible for analyzing, assessing, managing, and regularly reporting departmental and enterprise-level risks. The Risk Management Function serves as the secretary to the Risk Management Committee, the ERM Working Group, and the Risk Management Implementation Working Group, and provides ongoing support for the Company's risk management activities. The Risk Management Committee regularly reports risk status, analysis, assessment, and mitigation measures to the Board of Directors and the Audit Committee to ensure that risk management objectives are achieved effectively and sustainably in both the short and long term.

2. PTG Risk Management Process

Principles and Approach to Risk Prevention

The Company places strong emphasis on proactive risk prevention by integrating risk considerations into decision-making, planning, and operational processes across all business units, including both oil and non-oil businesses. The Company adopts the COSO Enterprise Risk Management framework, an internationally recognized standard, to support business continuity and sustainable operations. Risks are identified and assessed based on both internal and external factors, stakeholder expectations, applicable laws and regulations, and material sustainability issues. Appropriate risk mitigation measures are then defined and implemented accordingly. In addition, the Company promotes risk awareness among management and employees at all levels by embedding risk management into daily operations and strengthening transparent and robust internal controls. These efforts aim to maintain risks within acceptable levels, reduce the likelihood and impact of potential risks, and support the Company's stable and sustainable growth over the long term.

Internal Control Mechanisms and Risk Monitoring

The Company regularly reviews and assesses enterprise risks at least once a year, with additional reviews conducted when significant changes affecting business operations occur or when material events arise. The risk assessment covers strategic, operational, financial, legal, and ESG-related risks to ensure that risks are managed and responded to appropriately and in a timely manner.

The Company has established standardized internal control systems and risk management processes to serve as a common framework for all employees to follow and actively participate in risk management practices. Each business unit is required to recognize operational risks and is responsible for identifying, assessing, managing, and continuously monitoring and reporting risks within its respective processes. Risk management performance at both the enterprise and business unit levels is monitored and reported to the Enterprise Risk Management Working Group and the Risk Management Committee at least on a quarterly basis. This enables effective oversight and supports the achievement of the Company's risk management objectives. In addition, risk management reports are regularly submitted to the Board of Directors and the Audit Committee to ensure transparent and effective governance. The Company continuously reviews and enhances its risk management processes to align with the COSO Enterprise Risk Management framework and the evolving business environment. Furthermore, the Company undergoes an annual external audit to validate the adequacy and effectiveness of its internal controls and risk management processes in supporting sustainable organizational growth.

Risk Management Process

Risk Management in New Product and Service Development

The Company integrates risk management into the planning and investment consideration processes for new projects. Each new investment project is required to undergo risk analysis and assessment, along with the preparation of a project risk management plan. The risk assessment results for new investment projects are presented to the Executive Committee, the Company-level Investment Committee, and the Board of Directors to support informed decision-making. In addition, risk considerations are incorporated into the development of operational processes and new products, with relevant executives and committees evaluating associated risks as part of the approval process.

For branch expansion and the development of new services, the Company has established governance mechanisms through dedicated committees and working groups. For example, a New Service Station Opening Committee is appointed to assess investment feasibility, site acquisition information, compliance with applicable laws and regulations, and project implementation progress. The committee also regularly reviews risks related to branch expansion and new service development, and uses the assessment results to continuously review and improve action plans. These practices help mitigate risks and ensure that decision-making is prudent, transparent, and aligned with the Company's strategic objectives, thereby supporting efficient and sustainable business expansion.

3. Enterprise risk management, including sustainability-related risks, and mitigation measures

Strategic Risk

Risk Description	Risk Management Measures
Risk from Dependence on a Single Core Business	
The current business environment has become increasingly competitive, as operators strive to respond effectively to customer needs and expand their customer base to increase market share. This is particularly evident in the oil business, which remains the Company's core business and continues to account for a higher proportion of revenue compared to other business segments. Retail oil operators have adopted various competitive strategies, including product and service development, branch expansion, and increasingly diverse promotional activities. In addition, many operators aim to increase profit contributions from the non-oil business, resulting in intensified competition in the non-oil segment as well. These factors may adversely affect the Company's competitiveness and future operating performance if the Company continues to rely primarily on a single core business for its main source of revenue. Risk Appetite: To drive continuous growth in profits from the non-oil business in line with the targets set by the Company.	**Oil Business** • The Company enhances the efficiency of its commercial space management by increasing partnerships with high-potential and diverse business partners. • The Company focuses on upgrading service standards at its service stations, particularly service quality. Continuous employee training and development of the PT Service Master team are emphasized. In addition, the Company provides PT Max Service, an emergency fuel delivery service offering "fresh, new, and on-demand delivery," along with 24-hour roadside assistance. These services are available at more than 2,000 service stations nationwide. • The Company continues to expand its network of service stations in high-potential locations to ensure nationwide coverage. It also increases the number of PT MAX CAMP locations, which serve as fully integrated rest areas offering free facilities to customers 24 hours a day across the country. **Non-Oil Business** • The Company aims to continuously increase the profit contribution from the non-oil business each year and strengthen its competitiveness through the development of products, services, and strategies aligned with customer needs. Ongoing promotional activities are implemented across all non-oil segments. The non-oil business is expected to be a key growth driver for the Company in the future. • In the food and beverage segment, "Punthai Coffee", the Company focuses on developing food and beverage recipes by supporting local communities through the use of local ingredients. The Company continues to expand both coffee and non-coffee beverage offerings to attract new customer segments, increase delivery channels, expand branches outside service stations, and conduct marketing activities through celebrity presenters. The Company also extends related businesses, such as Punthai Boat Noodle, to increase revenue contribution and enhance brand awareness. • In 2025, Goluck Company Limited, the sole "master franchisee" of Subway in Thailand, continued to expand the Subway business nationwide. The Company maintained strict quality control of raw materials in accordance with international standards before delivering freshness and quality to customers under the concept "Eat Fresh, Feel Good." Joint promotional campaigns were also conducted with Max Card Plus to cater to health-conscious consumers and strengthen the Max World Ecosystem. • For other non-oil businesses, the Company continues to pursue ongoing development, including promotional campaigns targeting Max Card Plus members to drive sales, enhance competitiveness, and increase the profit contribution from the non-oil segment, such as: o Max Mart convenience stores: expansion of branches, increased product variety, and the addition of beverage counters to provide greater choice and better meet customer needs.

Risk Description	Risk Management Measures
Risk from Dependence on a Single Core Business	
	o Autobacs automotive service centers: provision of comprehensive products and services in accordance with Japanese standards, with a focus on developing modern service centers that emphasize service quality and standards. Joint promotional activities with business partners are conducted to expand the customer base and increase revenue. • In 2025, the Company launched a new service station format, "PT GIGA EV," the Company's first non-oil flagship station designed to serve electric vehicle (EV) users. The station offers a fully integrated customer experience, including EleX by EGAT EV charging stations, Punthai Coffee, Subway, and Autobacs automotive service centers. All lifestyle services are seamlessly connected through PT Max Card, Max Card Plus, and Max Card Plus EV, marking the starting point for the expansion of clean energy infrastructure and the development of an EV ecosystem in the future. • The Company actively promotes Max Card Plus and Max Card Plus EV memberships by offering privileges and discounts on products and services from the Company and its affiliates. In 2025, benefits were enhanced to allow customers to customize discount packages based on value and individual preferences, along with co-promotions with partners to respond to continuously evolving consumer behavior. • The Company continues to expand the PT Max Card and PT Max Card Plus member base and develops its service stations into one-stop destinations to support accelerated growth in both the oil and non-oil businesses in terms of scale, quality, and strategic positioning.

Risk Description	Risk Management Measures

Risk Related to Business Adaptation to Emerging Technologies

At present, advancements in innovation and digital technologies (digital disruption) are increasingly influencing business operations. Organizations across all industries are adopting new technologies to enhance operational efficiency and strengthen their competitive capabilities. In particular, the emergence of artificial intelligence (AI) has played a significant role in transforming work processes and driving adaptation across many industries. If the Company adopts AI in its business operations, it may face various types of risks that require careful consideration. Therefore, the Company must be well prepared to address potential challenges while appropriately leveraging opportunities arising from AI development. Moreover, rapid technological changes may outpace the Company's ability to adjust its business strategies, prepare technological infrastructure, and develop innovation capabilities. This may result in an inability to respond effectively to evolving digital consumer behaviors, leading to lost business opportunities and reduced competitiveness, which could ultimately impact the Company's revenue and growth.

Risk Appetite:
The Company operates its business by adopting and integrating new technologies or innovations to support operations, enhance competitiveness, and achieve sustainable growth.

- The Company continuously reviews and monitors the implementation of its strategies, while regularly analyzing emerging technology and innovation trends, in order to apply them to business development and ensure agility in adapting to a changing business environment.
- The Company has expanded investments into non-oil businesses, collaborating with the Electricity Generating Authority of Thailand (EGAT) to install Elex by EGAT electric vehicle charging stations at 202 service stations. In addition, in 2025, the Company launched a new service station format, PT GIGA EV, the Company's first non-oil prototype station, to accommodate future market changes and evolving consumer behavior.
- The Company promotes internal technology capability development through PTG Technology Day, organized to update technology trends and enhance awareness and knowledge of new technologies, particularly Artificial Intelligence (AI), among employees and executives, through expert lectures and interactive activity booths, enabling practical application in daily operations.
- The Company has developed digital platforms and electronic payment services, providing E-Wallet services via the Max Me application, integrated with Max Card, to continuously build an Ecosystem & Communities platform. This supports an Online-to-Offline (O2O) model aligned with digital consumer behavior and strengthens electronic financial services.
- The Company continues to expand its digital platforms and digital assets through the Max Enterprise Connect project, a platform solution for fuel cost and fleet management for business operators. The Company has also invested in digital asset businesses through Maxbit Digital Asset Company Limited (MDA) to expand its non-oil businesses and connect the Group's ecosystem.
- To establish Artificial Intelligence (AI) Governance, the Company has formulated an AI Governance Policy and appointed an AI Governance Working Committee to provide oversight, guidance, and support for the responsible, transparent, and standards-aligned use of AI within the organization.

Financial Risk

Risk Description	Risk Management Measures

Risk Related to Expansion of Investment in New Businesses

The Company continues to expand its business by seeking investment opportunities in the oil business, non-oil business, and renewable energy business, in alignment with its established goals and strategies. In investing in new businesses, the Company adopts both self-developed projects and joint investment projects. Such investments may entail risks that investment returns may not meet the Company's expectations, as well as risks arising from project costs exceeding the allocated budget, which could reduce the investment viability of the projects. In addition, new projects may experience delays in completion, which could negatively impact the Company's deferred revenue recognition, as such projects may be unable to generate cash flows for the Company in accordance with planned targets.

Risk Appetite:
The Company expands investments in new businesses by considering alignment with corporate strategy, growth potential, and expected returns, with the objective of creating added value and ensuring long-term financial stability.

- The Company has established a comprehensive process for analyzing and assessing investment project risks, covering feasibility studies, legal, financial, and public policy considerations, as well as other key risk factors that may affect projects. This ensures that new investments are appropriate, efficient, and capable of achieving their intended objectives. In addition, the Company has developed tools for screening and assessing project suitability to support decision-making on new investment projects.
- The Company has appointed a Company-level Investment Committee, comprising senior executives, to define investment policies and directions, review and screen projects prior to submission to the Board of Directors, and continuously monitor the progress of investment projects. Tools have also been developed to track project implementation status, with regular progress reports presented to the Board of Directors.
- The Company conducts on-site assessments to study and understand the business landscape and prepares execution plans for new investment projects. Key risk factors are closely monitored, and issues are managed in a timely manner to ensure that investments deliver maximum benefits and effectiveness.

Operational Risk

Risk Description	Risk Management Measures
Risk Related to Human Resource Management	
The Company is experiencing rapid business expansion, including the growth of its existing businesses, investments in new ventures, and the future expansion of new businesses (New S-Curve), resulting in greater business diversification. Human resources are a critical factor in supporting business growth, as the Company requires personnel with specialized skills and expertise aligned with each type of business it expands into. If the Company is unable to recruit, develop, and prepare a sufficient number of skilled and experienced personnel in a timely manner to support its growth, or if it is unable to retain high-potential talent, this may adversely affect business operations and the achievement of the Company's long-term objectives. Risk Appetite: Develop and strengthen human resources to adequately and appropriately support business expansion, ensuring effective and efficient operations.	The Company prepares its workforce to support rapid business growth in alignment with strategic direction and the current business environment through the following initiatives: • The Company promotes the development of expertise and skills at all employee levels through continuous training and supports high-potential employees in advancing their careers alongside the organization's growth. • A structured human resource development plan has been established, differentiated between executive and employee groups, with a focus on leadership development, functional competencies, and innovation skills to support future business directions. • The Company has implemented a High-Potential Talent Development Plan for critical positions across departments to ensure readiness for key role succession (successors) and to maintain organizational continuity. • An Employee Engagement Survey is conducted to improve the working environment, strengthen employee commitment, and reduce employee turnover. • Career management mechanisms are applied to systematically prepare and enhance employees' knowledge and capabilities at all levels, ensuring alignment with the organization's mission and goals. • Leadership capabilities and core organizational values are promoted through engagement-building activities and employee recognition programs that foster a sense of value and belonging. For example, Best Awards are presented to employees at all levels who demonstrate strong performance aligned with the Company's core values, serving as encouragement and motivation for continued excellence. • The Company has introduced Flexi Place and Flexi Time policies to enhance workplace flexibility, promote work–life balance, and expanded Flexi Benefits to allow employees to select benefits that better suit their individual needs.
Cybersecurity Risk	
Cybersecurity threats are increasingly prevalent and continue to grow in both frequency and sophistication, posing significant risks to the security of the Company's information systems. Such threats represent a critical factor that may adversely affect the continuity of the Company's business operations. If cybersecurity incidents occur without adequate preventive or response measures in place, they could cause substantial damage to the Company's operations, data systems, and assets. In addition, cybersecurity incidents may negatively impact the Company's reputation, credibility, and stakeholder confidence, and could also result in financial losses that affect the Company's capital management. Risk Appetite: Maintain the security of information technology systems to prevent adverse impacts on the Company's reputation, assets, operations, and the security of critical data.	• The Company has established an Information Technology Security Policy (IT Security Policy), which is regularly reviewed and updated to ensure it remains current. • The Company manages cybersecurity risks through various preventive measures, enhances IT security monitoring across systems, and raises awareness of cyber threats among employees at all levels. • Penetration testing is conducted continuously on the Company's critical systems to prevent cyberattacks by identifying vulnerabilities and closing security gaps. This is one of the Company's regular cybersecurity risk mitigation measures. • The Company has enhanced the effectiveness of anti-virus programs to strengthen comprehensive monitoring and protection against cyber threats. • The Company promotes cybersecurity awareness among employees through internal communications and activities such as PTG Technology Day, featuring knowledge sharing by expert speakers. • The Company has developed and regularly tested an IT Disaster Recovery Plan (DRP), particularly for cybersecurity-related scenarios, to ensure business continuity. The plan is periodically reviewed and updated to remain aligned with current circumstances.

Risk Description	Risk Management Measures
Business Continuity Management Risk	
Various threats in the current environment may lead to emergency situations at any time, potentially disrupting the Company's ability to operate its business on a continuous basis. Such threats may arise from both internal and external factors, including failures of information technology systems or operational equipment, accidents, political unrest, terrorism, pandemics or emerging infectious diseases, natural disasters such as floods, fires, and earthquakes, as well as other unforeseen events. These threats could cause severe impacts, resulting in business interruptions and the inability to maintain continuous operations, and may also adversely affect the Company's operating performance and management costs. Risk Appetite: Ensure the continuity of business operations without disruption during crisis situations and avoid significant adverse impacts on business operations.	• The Company regularly monitors environmental, political, technological, and other key developments to identify potential threats that could disrupt business operations and affect business continuity. This proactive monitoring aims to minimize losses and protect the Company's corporate reputation. • The Company has appointed a Crisis Management Team (CMT), comprising executives from key Business Units, to define strategies, policies, and emergency response plans, including the Business Continuity Plan (BCP), to ensure effective crisis management. • The Company has established a Business Continuity Management (BCM) system and developed Business Continuity Plans (BCP) for various scenarios. These plans are tested annually to ensure readiness for emergencies and potential crises. • The Company regularly reviews and updates its Business Continuity Plans (BCP) and threat mitigation measures on an annual basis to ensure timely response to emerging situations and maintain continuous business operations during emergencies. • Emergency response plans for operational areas, such as oil or chemical spill prevention, electric vehicle charging station fire response, and fire evacuation drills, are reviewed and tested regularly, with safety awareness training conducted annually. • The Company has developed communication materials and guidelines to ensure employees understand their roles, responsibilities, and procedures during crisis situations. Communication systems and BCPs are periodically tested to assess readiness and improve processes, enabling appropriate emergency response and supporting uninterrupted business operations.

Risk Description	Risk Management Measures
Risk Affecting Corporate Reputation and Credibility	
Events that may damage the Company's reputation can arise from various factors, including substandard services or products, operational process failures, ethical misconduct, violations of laws or regulatory requirements, business activities that may negatively impact society, negative publicity, and attacks from information operations (IO), which involve the dissemination of distorted or misleading information by malicious actors. In addition, delayed or inappropriate responses to crisis situations may further exacerbate reputational damage. Such events can undermine the trust and confidence of customers, investors, business partners, and other stakeholder groups. Furthermore, the increasing use of social media and online platforms has accelerated the speed and expanded the reach of negative information or opinions, enabling reputational damage to spread rapidly if not addressed in a timely manner. Risk Appetite: Conduct business in accordance with established standards, with appropriate policies and measures in place to effectively manage and respond to events that may impact the Company's credibility and reputation.	• The Company has clearly defined channels for receiving complaints by category, such as the Call Center 1614 and Whistleblowing channels, along with established guidelines and designated responsible units for systematically responding to, tracking, and managing each type of complaint. • The Company has implemented a Crisis Management and Communication System to address situations that may affect the organization. • The Company utilizes social listening tools to monitor negative mentions on social media, enabling timely responses and resolution of issues. • Regular training and knowledge-sharing sessions are provided to employees on service standards, promotional details, as well as ethics and codes of conduct. • The Company implements initiatives aimed at enhancing service quality, upgrading technology, improving operational processes, and providing supporting tools to reduce complaints and operational errors. • Clear work instructions, guidelines, and procedures have been developed to prevent operational errors. New employees undergo rigorous readiness assessments before deployment, and ongoing compliance with standards is regularly monitored. • The Company conducts Mystery Shopper programs to assess service standards, product quality, and cleanliness at service stations and retail outlets operated by the Company and its subsidiaries. • The Company has established Social Media Crisis Management processes to ensure preparedness in responding to and managing potential social media crises, which can spread rapidly, are difficult to control, and may impact the Company's reputation and brand image.

Environmental, Social, and Governance (ESG) Risk

The Company recognizes and places importance on the potential impacts arising from its operations across the environmental, social, and governance (ESG) dimensions, which may affect future business operations, stakeholder confidence, and long-term sustainable value creation. The Board of Directors has therefore assigned the Risk Management Committee to oversee and manage sustainability-related risks (ESG Risk), integrating them systematically into the Company's Enterprise Risk Management (ERM) framework. The Company conducts risk identification and assessment processes, and establishes mitigation measures, action plans, and relevant projects to address potential impacts arising from such risks in the short, medium, and long term, as follows:

1. Risk of potential environmental impacts

Risk Categories	Impacts	Measures
Operational and Compliance Risk	The Company's business operations may involve certain activities that generate environmental impacts, particularly greenhouse gas (GHG) emissions arising from operational processes. These include activities such as oil terminal operations and fuel transportation, which are sources of carbon dioxide emissions contributing to climate change and global warming. If the Company is unable to effectively manage and control its greenhouse gas emissions, this may adversely affect its corporate image, credibility, and the confidence and expectations of stakeholders in the long term. Furthermore, greenhouse gas emissions that exceed regulatory thresholds or government requirements may result in additional cost burdens, such as carbon tax obligations or other environmental measures. These could increase operating expenses and negatively impact the Company's financial position.	• The Company is committed to reducing greenhouse gas (GHG) emissions to mitigate the impacts of climate change. It has established a climate change management strategy aligned with the National Energy Plan and the country's clean energy targets, and has set a goal to achieve Carbon Neutrality by 2030. • The Company has established policies on quality, security, safety, occupational health, and environmental management. These policies are communicated to employees at all levels, as well as to stakeholders, to serve as operational guidelines. • The Company has implemented an integrated palm oil project to promote the use of renewable energy and support environmentally friendly business practices. • The Company has developed Inno-Green Stations, which have received the Platinum-level Inno-Green Station Award from the Thailand Environment Institute (TEI). Key initiatives include wastewater quality improvement, expansion of green spaces within service stations, installation of solar rooftops, and energy savings through air-conditioning control systems. In addition, equipment inspections and maintenance are conducted regularly, and employees participate in routine emergency response drills organized by the Safety and Environment Department. • The Company has implemented solar rooftop projects at service stations to generate electricity for on-site consumption, promote clean and renewable energy use, and reduce electricity costs. The Company has set a target to reduce electricity consumption by 10% compared to the previous year, thereby lowering GHG emissions and addressing risks associated with rising temperatures due to global warming. This project has been registered under Thailand's Voluntary Emission Reduction Program (T-VER) with the Thailand Greenhouse Gas Management Organization (TGO) for 138 oil and LPG service stations. • The Company has introduced a tire retreading program for truck tractors and trailers to enhance tire utilization efficiency, reduce waste from used tires, and decrease the demand for new tires.

Risk Categories	Impacts	Measures
		• Vapor Recovery Units (VRUs) have been installed at oil depots, service stations, and fuel transportation vehicles in regulated areas to control fuel vapor emissions. • The Company has obtained ISO 14001:2015 (Environmental Management System) and ISO 45001:2018 (Occupational Health and Safety Management System) certifications for oil depots nationwide. • The Company has developed an action plan to calculate and report its Carbon Footprint for Organization (CFO). It has received certification from the Thailand Greenhouse Gas Management Organization (TGO) covering its headquarters, oil depots, transportation fleet, and service stations. • The Company conducts climate-related risk assessments in accordance with the Task Force on Climate-related Financial Disclosures (TCFD) framework and integrates climate risk management into its enterprise risk management processes. • The Company operates waste management and clean energy generation businesses, including waste sorting systems for Refuse-Derived Fuel (RDF) production, waste-to-energy power plants, and the production of soil conditioners from organic waste generated through waste separation systems. • The Company is actively exploring investment opportunities in new businesses that help mitigate GHG emissions. It has implemented various initiatives to reduce emissions and support sustainability and carbon credit offset projects, such as EV charging station installations in collaboration with the Electricity Generating Authority of Thailand (EGAT), the use of biodiesel for transportation fleets, recycling programs, sustainable coffee and economic crop cultivation projects, and mangrove reforestation for carbon credit generation. • The Company has implemented a Sustainable Rice Project to offset carbon credits and reduce environmental impacts. The project has been registered under the Premium T-VER standard by the Thailand Greenhouse Gas Management Organization (TGO). • The Company has received Green Office certification and Inno-Green Station certification from the Thailand Environment Institute (TEI).

Risk Appetite: Conduct business operations with due consideration for quality, safety, social and environmental impacts, while driving the organization toward its Carbon Neutrality goal.

2. Risk arising from business operations that may cause impacts on communities and societyU

Risk Categories	Impacts	Measures
Operational Risk	The Company operates in the energy business, specifically in fuel oil and LPG, with primary consideration given to the safety of communities, society, and the environment. The Company regularly assesses risks and potential impacts arising from changes in both external and internal environments in order to improve operational processes and develop additional mitigation plans. It has also continuously enhanced and upgraded its safety and environmental standards. However, if employees perform their duties negligently, accidents such as leaks, explosions, or fires may occur. Such incidents could result in damage to life and property in communities near operational sites and may significantly affect the Company's reutation, financial position, and operating results.	• The Company has strengthened its safety management by implementing critical risk control systems, including hazard awareness activities (Kiken Yochi Training), the establishment of Key Risk Indicators (KRIs) to monitor and provide early warnings for critical control activities, and the adoption of a Behavior-Based Safety (BBS) system to reduce unsafe behaviors among employees. • To ensure that employees, as well as relevant internal and external supporting agencies, are well prepared for all types of potential emer-gencies, the Company places great importance on conducting regular annual emergency drills on a continuous basis. • In transportation safety, the Company has implemented safety systems for fuel transport operations, including defensive driving train-ing programs to enhance drivers' competencies, the installation of GPS systems with riskpoint alerts to monitor travel data, and CCTV cameras in fuel tanker trucks to assess driving behavior. The recorded data is also used for training and lessons learned for new drivers. • Regarding safety at fuel and LPG service stations, the Company has developed operational manuals and incident prevention and response guidelines for station staff, along with conducting annual emergency response drills on a regular basis. • For oil depot safety, employees are briefed on rules and safety measures before entering flammable areas. Access to operational areas is strictly restricted to authorized personnel only. Bringing any items that may cause sparks into operational areas is strictly prohibited. Preventive and corrective measures have also been established to address potential oil spills into rivers for depots capable of receiving oil via waterways. • The Company regularly reviews and tests emergency response plans for oil depots, such as oil spill response plans and chemical spill response plans. Emergency drills are also conducted for fire incidents at EV charging stations. In addition, preparedness plans for high-rise buildings and annual fire evacuation drills are conducted at the Company's head-quarters. • The Company continuously engages with nearby communities surrounding its oil depots by fostering understanding, listening to feed-back, and maintaining positive relationships on a regular basis. • The Company has established a corporate social responsibility (CSR) strategy to strength-en engagement with surrounding communities through initiatives that create shared value and promote community well-being.

Risk Categories	Impacts	Measures
		• The Company's social development initiatives consist of three key pillars: (1) Quality of Life Development – in-cluding scholarship programs and community in-come-generating projects. (2) Support for an Aging Society – including the "Community Clear Vision" initiative (eyeglasses donations for the elderly) and career support programs for senior citizens. (3) Environmentally Conscious Living – in-cluding treeplanting initiatives and organic waste segregation campaigns to reduce global waste. These three pillars are implemented under the "PT Volunteer Camp" framework. The Company has continuously carried out these initiatives to create growth opportunities with partners and communities nationwide, while supporting the well-being of surrounding communities. In 2025, the Company's CSR initiatives achieved an average community satisfaction score exceeding the target of 80%, marking another key success in maintaining strong community relationships and support, with a positive trend expected to continue in the long term.

Risk Appetite: Conduct business operations in accordance with established standards without causing adverse impacts on society, while prioritizing quality, safety, and social responsibility.

3. Risk arising from compliance with laws, regulations, rules, and policies related to business operations

Risk Categories	Impacts	Management Measures
Compliance Risk	The Company's business operations may face risks aris-ing from non-compliance or incomplete compliance with applicable laws, regulations, rules, and policies. Such risks may result from the complexity of legal provisions, ongoing changes in legislation, misinterpretation, or the enforcement of new laws and requirements. Examples include the Personal Data Protection Act, B.E. 2562 (A.D. 2019) (PDPA), Environmental, Social, and Governance (ESG) policies, as well as greenhouse gas emission control measures under international frameworks (COP26–27). These factors may lead to non-compliant operations and could adversely affect the Company financially and operationally, as well as impact its credibility and corporate reputation. Failure to properly manage and oversee such risks may result in legal penalties, in-cluding fines, suspension, or revocation of business licenses.	• The Company places great importance on complying with all applicable laws, rules, and regulations to ensure that its operations are lawful, reliable, transparent, and fair to all stakeholders. It regularly analyzes and monitors government policies, laws, and regulatory requirements that may impact the Company, and develops action plans to address such changes. New laws and regulations affecting the Company's operations are communicated to relevant departments through various channels. The Company also actively participates in meetings and seminars with government agencies to provide input and closely monitor regulatory developments. • A Compliance Working Committee has been appointed to oversee compliance with applicable laws and regulations. In addition, a dedicated Compliance Function has been established to be specifically responsible for the Company's overall compliance management. The roles, responsibilities, and structure of the Compliance unit are clearly defined to ensure its independence in oversight. A formal compliance charter, policies, and operating procedures have been established in writing to support the Company's adherence to relevant laws and regulations. • Compliance Charts and Compliance Checklists have been developed to assess legal compliance across the Group. Legal and contractual compliance assessments are also conducted, particularly for laws related to safety, occupational health, and environmental operations. • Legal Updates are regularly prepared to communicate relevant developments and raise awareness among employees. Training sessions are also conducted on key laws that significantly impact the Company's business operations. • To ensure lawful operations and proper management of personal data collected by the Company in accordance with applicable laws, the Company has implemented measures to comply with the Personal Data Protection Act (PDPA) and its subordinate regulations, as follows: • Appointment of a Data Protection Officer (DPO) and establishment of a Personal Data Protection Office to define measures, provide guidance, supervise, and audit the Company's operations to ensure compliance with the PDPA. This helps assure data subjects of the integrity of the Company's data management processes. • Preparation and regular review of Company policies, documentation, and legal instruments to ensure compliance with PDPA requirements, including the Personal Data Protection Policy and Privacy Notice. • Development of information technology systems to prevent data leakage and strengthen data security. • Establishment of operational guidelines to ensure compliance with the PDPA.

Risk Categories	Impacts	Management Measures
		• Preparation and annual review of the Record of Processing Activities (ROPA) to ensure that personal data remains accurate, up to date, complete, and not misleading. • Conducting Risk Assessments and Data Protection Impact Assessments (DPIA), and implementing appropriate measures to prevent personal data breaches for each activity involving personal data processing. • The Personal Data Protection Office conducts on-site surveys of personal data collection, use, and disclosure activities at service stations and oil depots, and provides training, guidance, and knowledge assessments regarding PDPA compliance. • Training programs and educational materials on the PDPA are provided to enhance employees' knowledge and understanding, and to promote awareness and compliance with data protection laws throughout the organization.

Risk Appetite: Operate in full compliance with applicable laws, regulations, requirements, and business standards, and conduct business with transparency and accountability.

Corruption Risk (CAC)

The Company recognizes the risk of corruption that may arise from its business operations. It therefore conducts risk assessments, establishes preventive and control measures, and regularly monitors and reviews such risks to promote transparent, fair, and good governance practices. The Company emphasizes corruption risk assessments across its entire supply chain, covering business units whose duties or activities may involve interactions with government agencies. Operational activities that may pose risks related to the offering or receiving of benefits, potentially leading to corruption, are identified and assessed. Each risk is evaluated based on its likelihood and impact, with appropriate risk mitigation measures implemented accordingly. Additionally, corruption risks are reviewed on a regular basis.

In 2025, the Company completed corruption risk assessments for 100% of its internal business units subject to such evaluation and 93% of its subsidiaries required to undergo corruption risk assessment. The assessment results identified no material corruption risks. The Company continues to strictly implement its anti-corruption measures to strengthen transparency and ethical business conduct. In addition, the Company has been certified for the third consecutive term under Thailand's Private Sector Collective Action Coalition Against Corruption (CAC), endorsed by the Thai Institute of Directors Association (IOD).

Interncal Dept Risk Assessment

Subsidiary Risk Assessment

Assessment Result

No material fraud risk issues were identified.

Ongoing Actions

Continuously implement anti-corruption measures to ensure transparency in business operations.

Recognition

Received CAC (Collective Action Coalition) certification for the third consecutive time from the IOD.

4. Emerging Risks

The Company places great importance on identifying and assessing emerging risks to remain responsive to continuously evolving business challenges. Such risks may potentially affect the Company's competitiveness, financial position, operating performance, and stakeholder confidence in the future. To manage emerging risks—factors that may not yet have occurred or for which limited information is available—the Company continuously monitors signals of change across political, economic, social, environmental, legal, technological, and global trend dimensions. These insights are analyzed to identify and assess potential risks over the short, medium, and long term. This proactive approach enables the Company to implement timely mitigation measures, minimize potential future impacts, and identify new opportunities to drive business growth amid an ever-changing environment.

1. Global Geopolitical Uncertainty Risk

Categories:

- Strategic Risk
- Operational Risk
- Financial Risk

Duration:

Medium-term Risk

Description:

Prolonged and intensifying geopolitical tensions and conflicts around the world, such as the conflicts in the Middle East and between Russia and Ukraine, have significantly affected global peace and international security. At the same time, increasing polarization among major powers, particularly between the United States and China, in both economic and technological spheres has led to the formation of trade blocs and the adoption of protectionist trade policies aimed at safeguarding national interests. In recent years, globalization has further amplified these risks by deepening the interconnections among global economies and societies. These factors have emerged as significant new risk drivers, materially affecting global economic stability and energy security. Unlike normal oil price fluctuations driven by market mechanisms, these risks stem from severe and unpredictable external factors that are becoming increasingly complex. They may lead to uncertainty in global energy supply. Should international conflicts escalate further, resulting in targeted attacks or sanctions on energy and transportation infrastructure in major oil-producing regions, this could cause sudden disruptions in oil production or transportation, as well as broader supply chain disruptions. Such events may lead to oil shortages and sharp spikes in oil prices within a short period, potentially triggering a global energy crisis.

These developments underscore that geopolitical conflicts continue to heighten uncertainty for both the global and Thai economies. Businesses must therefore prepare comprehensively for the impacts of geopolitical shifts and enhance their strategic flexibility to respond swiftly to rapid changes. This adaptability is a critical factor in maintaining long-term busi-ness stability and sustainability.

Impacts:

If the Company continues to face prolonged global geopolitical conflicts without appropriate mitigation measures, its business operations may be adversely affected in several areas, including cost management, supply chain stability, as well as corporate image and stakeholder confidence, as detailed below:

- Cost Management: If global petroleum product prices become highly volatile and rise sharply due to geopolitical tensions and conflicts, the Company may face increased cost risks, particularly if it is unable to adjust retail prices in a timely manner to reflect higher costs, or if such adjustments are constrained by government policies. This could negatively impact the Company's marketing margin.
- Supply Chain and Procurement (Supply Chain Disruption): Although the Company primarily sources oil domestically, a severe global supply disruption or an international energy crisis could affect the continuity of business operations, including the receipt of products into oil depots and the adequacy of supply distribution to the Company's service stations.
- Corporate Image and Stakeholder Confidence: In the event of a significant global supply disruption or energy crisis leading to insufficient fuel supply to meet consumer demand, failure to communicate effectively or implement appropriate response measures could result in stakeholder dissatisfaction, loss of confidence, and reputational damage to the Company.

Management Measures:

The Company recognizes the emerging risks and has proactively prepared to mitigate and manage potential impacts. It has established management approaches to minimize business disruption and maintain corporate stability on an ongoing basis, as follows:

- The Company closely monitors oil price trends and other factors that may affect its operations. This enables timely situation analysis, impact assessment, and effective cost management planning appropriate to pre-vailing conditions.
- The Company has established contingency measures to address potential oil supply disruptions arising from geopolitical conflicts. Operational plans are adjusted in response to changing circumstances, including the consideration of risk management tools to mitigate oil price volatility, diversification of suppliers and sourcing channels, and comprehensive inventory management to maintain optimal and sufficient stock levels. These measures help ensure business continuity and reduce exposure to uncertainty.
- The Company enhances supply chain responsiveness by regularly updating inventory management plans and communicating them to the logistics team. This enables efficient coordination of transportation, both company-owned fleets and outsourced carriers, to ensure timely and effective product distribution in support of core business operations.
- The Company has a strategic plan to expand its business portfolio and continuously increase the gross profit contribution from the non-oil segment each year. It focuses on strengthening competitiveness in the non-oil business through continuous product and service development, strategic adjustments aligned with customer needs, and ongoing promotional activities. The non-oil segment is expected to serve as a key growth driver for the Company in the future.
- The Company fosters flexibility and diversification across markets and product offerings, enabling it to manage a multi-business portfolio and adapt strategies promptly to changing conditions. This approach helps sustain sales stability and profitability, even amid market uncertainty.

2. Legal and Carbon Reduction Pressure Risk

Categories:

- Strategic Risk
- Compliance Risk

Duration:

Medium-term Risk

Description:

In response to government policies supporting Thailand's transition toward net zero carbon emissions, national targets have been established under the National Energy Plan (NEP) and the Power Development Plan (PDP 2024–2037) to reduce greenhouse gas (GHG) emissions in three phases as follows:
1. By 2030: Reduce greenhouse gas emissions by 30–40% from the Business-as-Usual (BAU) level.
2. By 2050: Achieve Carbon Neutrality.
3. By 2065: Achieve Net Zero Greenhouse Gas Emissions.

To support these targets, the government has proposed the Climate Change Act of Thailand and related subordinate legislation, which may introduce a carbon pricing mechanism, such as a carbon tax or an Emissions Trading System (ETS) for the energy sector. There is also a possibility that business operators will be required to report greenhouse gas emissions and develop systematic emission reduction plans. Furthermore, stricter policies or regulations than previously anticipated (particularly those related to fossil fuel use) may be enacted. These could include restrictions on fossil fuel consumption in certain areas or vehicle categories, the imposition of emission caps, and increased support for investment in renewable energy and clean technologies, such as Energy Storage Systems (ESS), hydrogen, and electric vehicles (EVs).

At the same time, the government continues to promote domestic carbon market mechanisms, such as T-VER. Although currently voluntary, this reflects a potential transition toward mandatory mechanisms in the future. The global trend toward energy transition is also intensifying, driven by international commitments, investor expectations, and shifting consumer preferences toward clean energy and ESG considerations. Even if Thai companies are not direct exporters, international measures, such as the EU's Carbon Border Adjustment Mechanism (CBAM) or Green Finance Taxonomies in Japan or China, may influence regulatory standards that Thailand will need to adopt. These developments could affect long-term demand for oil and fossil fuels and increase pressure on energy operators to adapt in response to national policies and growing environmental and sustainability expectations.

Impacts:

If the Company generates high levels of carbon dioxide emissions contributing to greenhouse gases without appropriate control or management measures, it may face impacts in several areas, including:

- Cost Impact: The Company may incur higher management costs from carbon tax measures, which many countries implement to reduce greenhouse gas emissions. Additional costs may arise from compliance with greenhouse gas disclosure requirements under applicable laws or regulatory standards, as well as vehicle taxation costs in the Company's logistics business calculated based on carbon emissions. Furthermore, the Company may face fines or penalties if it fails to comply with climate change-related laws or regulations.
- Operational Impact: The Company may need to revise its strategies and operational plans to align with current or forthcoming climate change policies and regulations. Certain projects may experience increased costs, potentially exceeding allocated budgets. There may also be a need to accelerate investments in clean energy initiatives such as Energy Storage Systems (ESS), hydrogen, or EV charging stations, along with additional investments to maintain competitiveness.
- Disclosure Risk: New climate change laws or regulatory requirements may mandate more stringent and detailed disclosure of greenhouse gas emissions and carbon reduction plans.
- Reputational Risk: The Company may face reputational and credibility risks if it generates high carbon emissions without adequate mitigation measures. This could lead to stakeholder dissatisfaction, loss of confidence, or a decline in the Company's sustainability performance ratings.

Management Measures:

The Company is committed to reducing carbon dioxide emissions that contribute to greenhouse gases in order to mitigate climate change. It has established a climate change management strategy aligned with the National Energy Plan, which supports Thailand's transition toward clean energy and the achievement of net zero greenhouse gas emissions by 2065–2070. The Company has set a target to achieve carbon neutrality by 2030, supported by the following approaches:

1. Climate Governance and Risk Management
The Company assesses climate-related risks in accordance with the Task Force on Climate-related Financial Disclosures (TCFD) framework and integrates such risks into its Enterprise Risk Management (ERM) system. It prepares climate risk and opportunity assessment reports based on TCFD principles to identify potential impacts on its business operations and establish appropriate mitigation measures. In addition, the Company closely monitors relevant policies and regulations, such as the Climate Change Act and carbon tax measures, to ensure timely compliance with evolving legal and regulatory requirements.

2. New Investments and Strategic Partnerships
The Company invests in new businesses that benefit from climate change-related laws and measures, while increasing the proportion of gross profit derived from non-oil businesses to enhance long-term sustainability. It also collaborates with partners specializing in clean technologies to develop waste management and waste-to-fuel projects, thereby creating added value while reducing environmental impacts.

3. Clean Energy Support
The Company participates in the Thailand Voluntary Emission Reduction Program (T-VER) through its solar rooftop projects. It has also implemented additional initiatives to promote clean energy adoption, including the installation of EV charging stations in collaboration with the Electricity Generating Authority of Thailand (EGAT), supporting the growth of electric vehicles. Other initiatives include the Palm Complex project, the use of biodiesel for transportation fleets, and waste segregation projects for recycling purposes.

4. Greenhouse Gas Reduction and Social Contribution Initiatives
Beyond its core business operations, the Company undertakes projects to mitigate greenhouse gas emissions while delivering community benefits. These include mangrove reforestation projects for carbon credit generation, sustainable Arabica coffee and economic crop development projects, sustainable rice farming initiatives, and other natural resource conservation programs. These efforts support sustainability goals at both the corporate and national levels.

In addition to implementing practical emission reduction initiatives, the Company emphasizes enhancing knowledge, understanding, and awareness of ESG and climate change issues at all organizational levels. Training programs are provided to the Board of Directors and executives to ensure strategic alignment with global trends. Employees also receive training to foster a sustainability-oriented corporate culture and encourage active participation in advancing the Company's environmental goals.

5. Risk Culture and Awareness Building

Strategies to Promote an Effective Risk Management Culture Across the Organization

The Company is committed to supporting and fostering a strong risk management culture throughout the organization. It continuously enhances the knowledge and understanding of risk management processes and practices among the Board of Directors, executives, and employees. Educational materials and communications containing insights on risk management and key risk factors are regularly prepared and disseminated to employees at all levels. Risk updates are also communicated to executives to keep them informed of emerging and ongoing risk situations. In addition, risk management topics are incorporated into the orientation program for new employees to ensure that awareness and understanding of risk management are established from the start of their employment.

The Risk Management Working Team, comprising representatives from various departments, is responsible for coordinating with the Risk Management Department to cascade risk management policies and processes into operational practice across the organization. The team monitors the implementation of risk management processes within each department, including risk identification, analysis, assessment, mitigation, and reporting. This approach ensures that all departments recognize the risks associated with their operations and integrate risk management into their daily activities. The objective is to instill awareness, accountability, and active participation in risk management at all levels, embedding it into the corporate culture and contributing to value creation for the organization and its stakeholders.

In 2025, the Company conducted risk management training sessions for the Board of Directors (including non-executive directors) and senior executives to enhance their understanding of applying risk management principles to organizational operations. In addition, the Risk Management Department organized its annual training program for the Risk Management Working Team and employees to strengthen their knowledge and understanding of internal risk management practices.

The Company organized the training program, which was attended by a total of 123 participants.

Enhancing the expertise of personnel in risk management department

The Company places strong emphasis on continuously enhancing the capabilities of personnel within the Risk Management function. Employees are encouraged to proactively pursue professional development to strengthen their knowledge and expertise on a regular basis. This includes participation in a wide range of training programs covering various dimensions of risk management, particularly strategic risks and highly uncertain external risk factors. For example, staff have attended the program titled “Key Risk Factors to Consider: Geo-Political Risk and Reciprocal Tariff Risk” organized by Kasikornbank Public Company Limited, to deepen their understanding of economic conditions and global dynamics that may affect the Company’s business operations. At the same time, Risk Management personnel have strengthened their knowledge of Environmental, Social, and Governance (ESG) issues through training programs organized by the Stock Exchange of Thailand, such as “ESG: Opportunities and Risks” and “ESG Risk Mitigation: What Directors Need to Know Before Risks Become Organizational Turning Points.” These programs focus on ESG trends, directions, and risk mitigation measures at both national and international levels. Additional training has covered climate change risk management, carbon taxation, and sustainability disclosure in accordance with international standards (e.g., IFRS Sustainability Disclosure Standards), enabling the Company to apply this knowledge in comprehensive risk analysis and assessment, as well as to enhance the quality and alignment of its disclosures with global standards. Furthermore, the Company promotes the development of knowledge related to information technology and artificial intelligence (AI) risks. Personnel have participated in programs such as “Governance and Risk Management for Using AI” and “AI-Powered Internal Control: Building a Robust Business Defense,” which focus on leveraging AI to strengthen internal controls and risk management systems. These initiatives help prepare the Company to address emerging risks and support sustainable long-term business operations.

Risk news

The Company places strong emphasis on continuous risk communication to foster awareness and understanding among employees at all levels, enabling them to recognize risk situations related to the Company’s operations. The Risk Management Department acknowledges that risk-related issues can be complex and difficult to grasp. Therefore, it has developed communication materials and formats that present key risk concepts in a more accessible and practical manner, linking them to real work contexts and appropriately reflecting current events and developments in society and the business sector. The Company prepares and disseminates risk communication materials on a monthly basis. These materials analyze significant events, news, or trending issues during each period and extract risk-related lessons to enhance employees’ knowledge, understanding, and awareness. This approach strengthens the Company’s preparedness in risk prevention and response, while helping to mitigate potential impacts on both the organization and its employees in an appropriate and timely manner.

Measuring the Effectiveness of Risk Culture

The Company continuously monitors and evaluates the effectiveness of fostering a risk management culture through training programs, engagement of cross-functional risk management working teams, and ongoing monitoring of each department’s risk management performance. This ensures that risk identification, analysis, assessment, and mitigation are effectively implemented at the operational level. In 2025, the Company conducted an assessment of employees’ risk awareness, reflecting their understanding of and participation in the risk management process. The assessment results were at a satisfactory level. The Company has utilized these findings to further enhance its communication approaches, training programs, and risk management activities to ensure their effectiveness and alignment with the organizational context. The risk awareness assessment result was 90.09%.

- Training and Communication Initiatives
- Cross-functional Participation from Representatives of Various Departments
- Ongoing Monitoring of Risk Management Performance Across Departments

90.09%

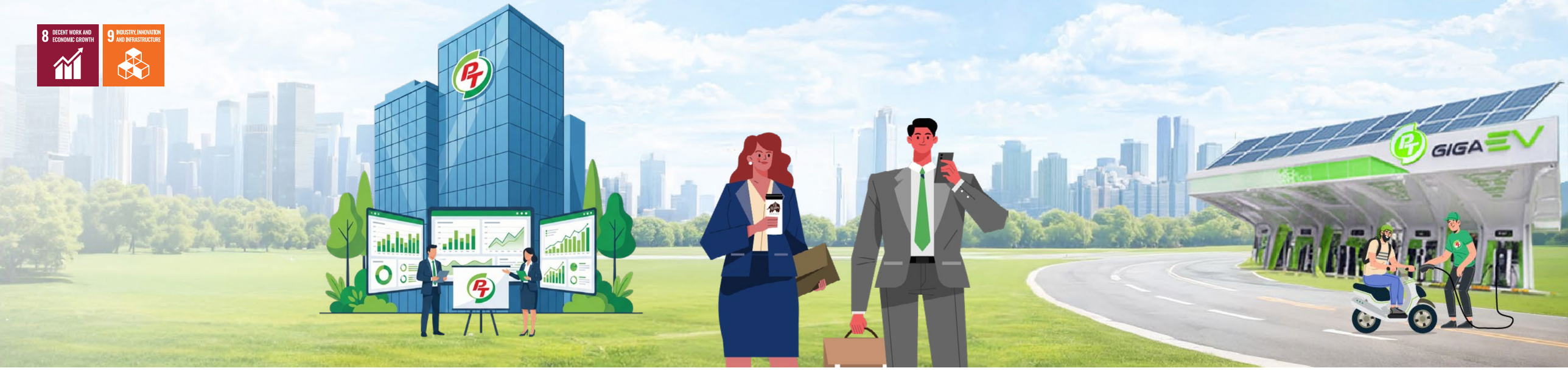
Risk Awareness

At a satisfactory level of performance

Leverage assessment results to drive continuous improvement

- Develop and enhance communication approaches
- Develop and enhance training programs and activities
- To ensure ongoing effectiveness and alignment with the organization’s context

Expansion of Existing Businesses and Transition to New Businesses



Commitment

“ The Company is committed to business expansion and organizational adaptation through technology, innovation, and clean energy within a sustainability framework, with the aim of achieving stable growth and creating long-term value for all stakeholders.”

Stakeholder Impact

Business expansion and organizational transformation create greater economic opportunities for business partners and alliances, while generating employment and enhancing workforce skills to support a more diversified business portfolio. Customers benefit from more comprehensive and convenient services through energy and non-oil products that respond to evolving consumer behavior. Shareholders gain from sustainable growth and a more resilient revenue structure. At the same time, society and the environment benefit from investments in clean energy and long-term reductions in environmental impact.

Business Impact

Business expansion and organizational adaptation strengthen the Company’s revenue structure by reducing reliance on fuel retail operations alone and enhancing resilience against volatility in the energy industry. The development of non-oil businesses and new energy services expands long-term growth opportunities, while improvements in operational efficiency through digital technologies enable the Company to maintain competitiveness and deliver sustainable value to shareholders.

Business Development Strategy

The year 2025 marks a significant transition period for the Company. The Company continues to focus on growth in its fuel retail business while accelerating the expansion of non-oil businesses to create a balanced and resilient revenue structure that can adapt to changes in the energy industry and evolving consumer behavior. The strategy is driven through brand development, expansion of service station networks and non-oil service points, and integration of services within the Max World ecosystem, with the PT Max Card membership program and Max Me platform serving as key mechanisms to increase usage frequency and generate synergistic growth across the Group.

At the same time, the Company emphasizes the adoption of digital technologies, data, and artificial intelligence to enhance operational efficiency and customer experience, while developing an agile organization and workforce capable of supporting diversified business expansion. These efforts are carried out within a sustainability framework that integrates environmental, social, and governance (ESG) dimensions, with a commitment to achieving Carbon Neutrality by 2030 and delivering balanced, long-term shared value to stakeholders.

Expansion of Core Businesses and Enhancement of Operational Efficiency

The Company remains committed to continuously enhancing the operational efficiency of its fuel retail business and related operations through systematic service station network management, cost control, and the elevation of service standards in order to maintain long-term competitiveness and market share. The Company places strong emphasis on the renovation and upgrading of existing service stations to align with changing consumer behavior and to support a wider range of services. In parallel, new service station formats are being developed, such as PT GIGA EV, an electric energy service station without fuel sales, to support the energy transition and provide customers with greater choice. In addition, the Company has adopted technology and digital systems to support operations and management, enhancing efficiency, accuracy, and business agility. At the same time, the Company continues to expand its existing businesses across both oil and non-oil segments, with a focus on expanding branch networks and service points, particularly Punthai Coffee and in-station retail businesses, to increase customer reach, generate additional revenue from the existing customer base, and support stable and sustainable long-term growth of the Group.

Oil Stations

Total PT Service Stations

2,240 ▶ 2,269 Stations

Oil COCO

1,876 ▶ **1,892**

83.8% Contribution ▶ 83.4% Contribution

Oil DODO

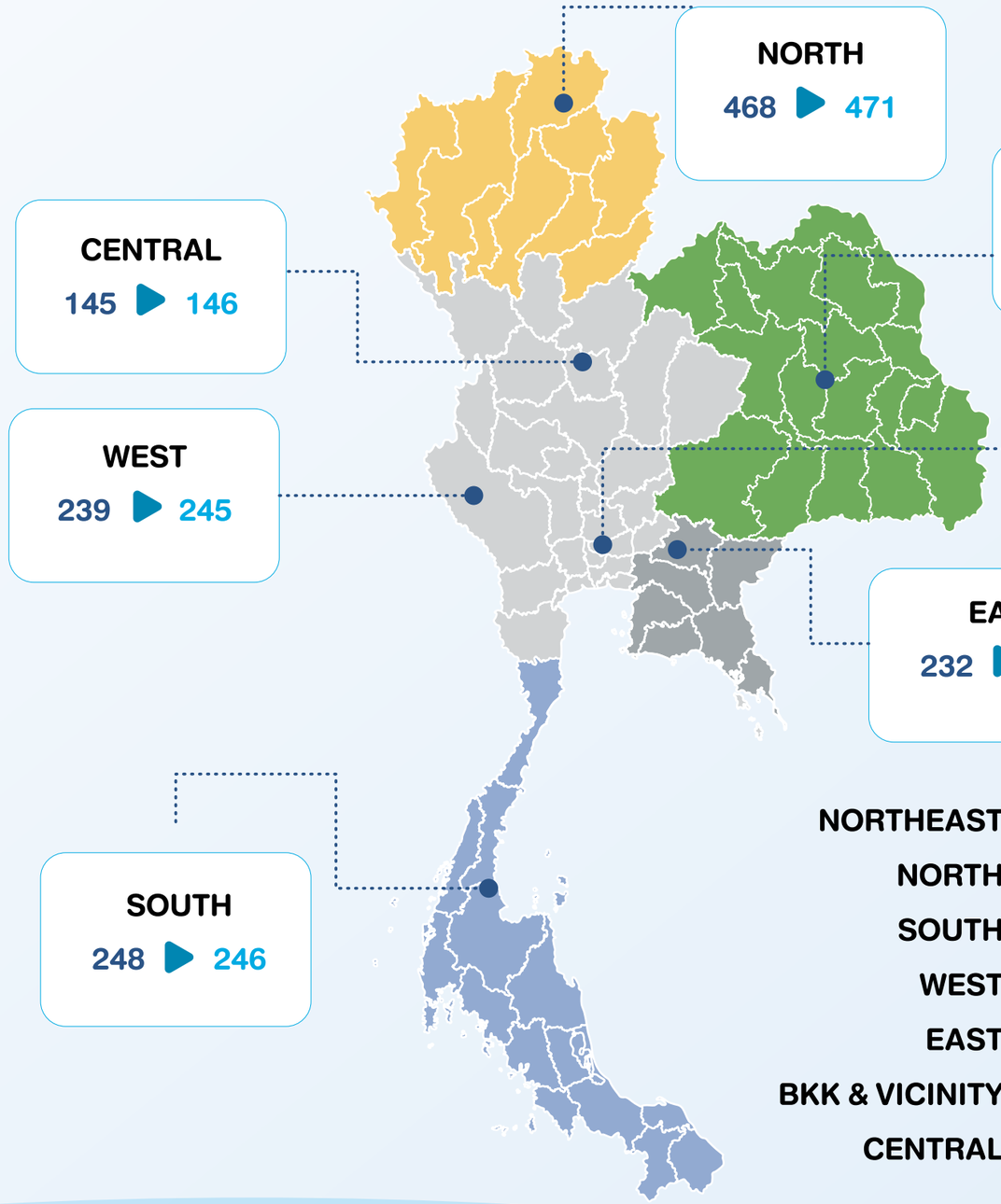
364 ▶ **377**

16.3% Contribution ▶ 16.6% Contribution

31-Dec-24 31-Dec-25

REGIONAL DISTRIBUTION OF OIL STATIONS

Unit: Stations



NORTH
468 ▶ 471

NORTHEAST
703 ▶ 709

CENTRAL
145 ▶ 146

BKK & VICINITY
205 ▶ 211

WEST
239 ▶ 245

EAST
232 ▶ 241

SOUTH
248 ▶ 246

NORTHEAST	31%
NORTH	21%
SOUTH	11%
WEST	11%
EAST	11%
BKK & VICINITY	9%
CENTRAL	6%

NON-OIL BUSINESS

3,813 TOUCH POINTS

People Oriented

Food & Beverages

2,151 STORES

97 STORES

27 STORES

Retails

387 STORES

453 STORES

Auto Oriented

Alternative Energy Stations

245 LPG STATIONS

202 EV CHARGING STATIONS

Auto Care and Maintenance

127 BRANCHES

47 LUBE CHANGE

124 REST AREAS

Adaptation Toward New Businesses

The Company is adapting toward new businesses by leveraging the strengths of its existing non-oil operations, particularly Punthai Coffee, through expansion into the food segment under the Punthai Boat Noodles brand. This approach capitalizes on the established customer base and PT Max Card membership, as well as the Company's existing supply chain infrastructure and operational expertise. The strategy expands customer touchpoints, diversifies revenue streams, and reduces the risks typically associated with launching new businesses from scratch. The Company is pursuing a gradual expansion strategy supported by ongoing risk management and performance evaluation, while maintaining flexibility in store formats and sizes to enable efficient long-term investment and scalable growth.

Joint Ventures and Strategic Partnerships

Punthai Coffee

- **Franchise Expansion:** Focus on building partnerships with local entrepreneurs to expand branches both within and outside fuel service stations, with a long-term target of reaching 5,000 branches nationwide.

5,000
branches nationwide

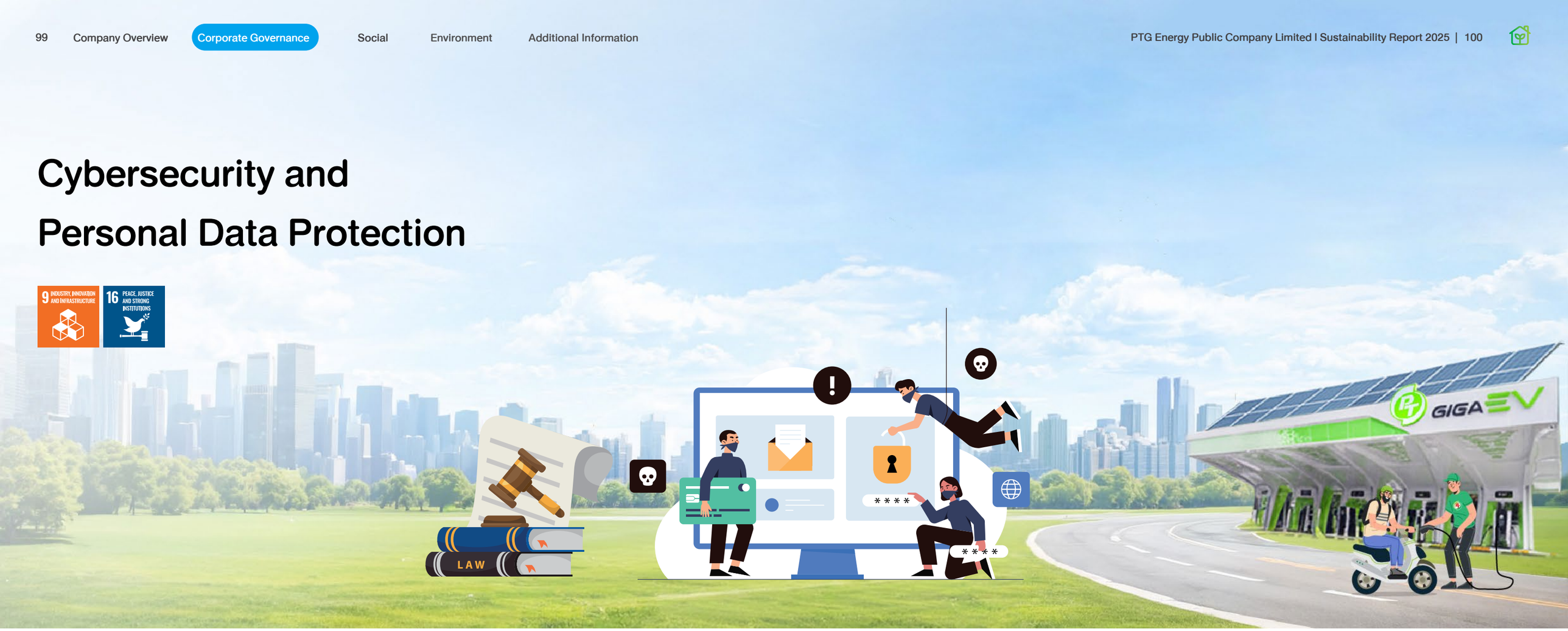
- **Group Synergies:** Collaboration with affiliated companies to develop new products (e.g., beverages using locally sourced ingredients), supporting both business growth and ESG objectives through local sourcing.

Green Energy Investments

- **EV Charging Stations:** Partnerships with automotive manufacturers and energy service providers to expand Elex by EGAT PT EV charging stations along key nationwide routes, supporting the growth of electric vehicles and the energy transition while strengthening the Group's clean energy service capabilities.

- **Renewable Energy:** The Company pursues joint investments and strategic alliances aligned with the Group's growth direction, including investment in Thai Paiboon Equipment Company Limited, an RDF (Refuse Derived Fuel) operator capable of processing at least 3,000 tons of waste per day, as well as investments in waste management and waste-to-energy projects such as waste power plants. These initiatives expand alternative energy businesses, create new revenue streams, reduce environmental impact, and support the Group's long-term sustainable growth.

Cybersecurity and Personal Data Protection



Commitment

“ The Company is committed to the responsible use of digital technologies, strengthening cybersecurity and data protection to drive its business in a transparent and sustainable manner. ”

Impact on Stakeholders

Data security, which is the core of information technology security systems, covers all types of information, including data of general and member customers, financial transaction data, sales data, warehouse management data, information of business partners, as well as employees’ personal data. All of these are stored within information technology systems. If such information were disclosed to the public, it would cause significant damage to the Company. For example, misuse of this information for personal or illicit gain could adversely affect stakeholders, including shareholders, investors, the Board of Directors, management, and business partners.

Impact on the Business

The development and adoption of technology in business operations vary across organizations worldwide, depending on their context, readiness, and contributing factors, as well as economic and social conditions, government policies, laws, regulations, and compliance requirements. While technology is used for constructive purposes, it can also be exploited for fraudulent activities, phishing attacks, damage to reputation and credibility, and ransom demands through ransomware attacks. These threats not only result in financial losses but also lead to the loss of resources in all dimensions, both tangible and intangible. For instance, if an incident occurs, the Company’s long-established reputation and the trust of its customers may be severely undermined.

Performance Against Targets

Cases of cyberattacks that have a significant impact on business operations.

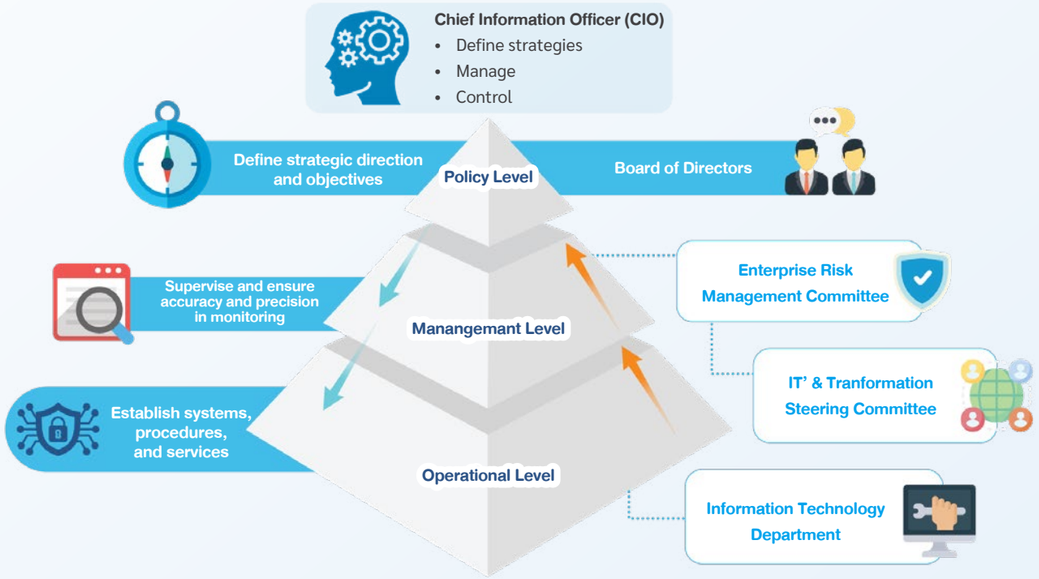
Performance 2025	Target 2025	Target 2027
0 Case	0 Case	0 Case

Note : The percentage of cyberattacks that have a significant impact on business operations refers to incidents that result in significant impacts on business operations, including financial impacts (profit) and high-level non-financial impacts (reputation or corporate image), and are cyberattacks that the Company is unable to prevent.

Management Approach

Information Security and Cybersecurity Governance Structure

The Company has a clear governance structure, with defined roles and responsibilities for each committee in overseeing and managing information and information technology in a systematic manner. An executive directly responsible for this area has been appointed, namely the Chief Information Officer (CIO), whose role is to define strategy, manage, and control technology operations in alignment with the Company's objectives. Information security governance is structured into three levels: the governance level, the management level, and the operational level.



Information Security and Cybersecurity Management Framework and Processes

At present, PTG Energy Public Company Limited has established information technology policies that are aligned with the regulations of relevant corporate governance authorities, Thai laws, and international standards, with reference to ISO/IEC 27001. These policies are regularly reviewed and assured by internal audit functions and external audit firms in accordance with international standards. In addition, the Company has established information technology security policies and guidelines as an integral part of its IT policy framework, to ensure that employees and relevant stakeholders recognize the importance of information system security and clearly understand their roles, responsibilities, and operational guidelines for controlling potential risks. The Company consistently implements, monitors, controls, and oversees IT security in compliance with these policies, such as through penetration testing, among other measures.

Moreover, information and cybersecurity processes and infrastructure are a critical foundation for business operations in the digital era. Organizations must have systems that are secure, resilient, and capable of continuously adapting to technological change. Effective management covers the entire lifecycle, from system architecture design, data management, access control, and data backup, to systematic monitoring and response to cyber threats. These measures ensure business continuity while reducing the risks of system disruptions and data breaches.

The Company has established structured guidelines and processes for information security and cybersecurity management, encompassing prevention, detection, and response to risks, in order to protect data and information systems and ensure compliance with relevant standards. In addition, the Company regularly conducts cyber drills in a tabletop exercise format to review and reinforce cyber threat management procedures among relevant employees.

Cybersecurity Safeguards and Cyber Threat Response Measures

The Company places great importance on protecting its information systems and organizational data, including the personal data of stakeholders, through the following measures:

Information Security Policies and Guidelines

Establishes guidelines for the secure use of information systems in compliance with applicable laws.

Risk Management and Governance

Integrates cyber risks into the enterprise risk management process, with designated committees or executives responsible for cybersecurity oversight.

System Controls and Monitoring

Implements technical measures such as data encryption, access control restrictions, and regular system monitoring and audits.

Employee Awareness and Capability Development

Provides cybersecurity awareness training and enhances cybersecurity skills for employees at all levels.

Cyber Incident Response Plan

Establishes clear procedures for responding to cyber incidents to mitigate impacts and prevent recurrence.

PTG Energy Public Company Limited requires testing of the Business Continuity Plan (BCP) at least once a year. In 2025, the Company conducted BCP testing with relevant functions, including the Information Technology Department, Operations, Sales, Accounting and Finance, and its subsidiaries. The test scenario involved a cyberattack from external sources on the core system servers at the head office, resulting in the unavailability of the primary systems. In the event that the core systems could not be used, the relevant functions implemented the Business Continuity Plan, while the Information Technology Department executed the IT Disaster Recovery Plan. The Company places emphasis on expanding the scope of such tests to cover additional critical systems.

Based on the test results, the Information Technology Department successfully resolved the cyberattack on the servers in accordance with established procedures. The data were fully recovered and verified to be accurate and complete, and all departments were able to resume normal operations.

Information Security Assessment & Testing

The Company regularly conducts information security assessments and testing to identify vulnerabilities, assess risks, and enhance system security in alignment with relevant standards and best practices. The key approaches include:

1 Risk Assessment
Continuously assess vulnerabilities and risks within IT systems and the organization's critical data to identify weaknesses and prioritize appropriate preventive measures.

2 Security Testing / Penetration Testing
Conduct penetration testing and security control testing to detect potential system vulnerabilities.

3 Monitoring & Audit
Monitor operations and assessment results to ensure that information security measures can effectively protect against emerging threats.

4 Continuous Improvemen)
Apply assessment and testing outcomes to improve control measures and operational processes in line with international standards, such as ISO/IEC 27001.

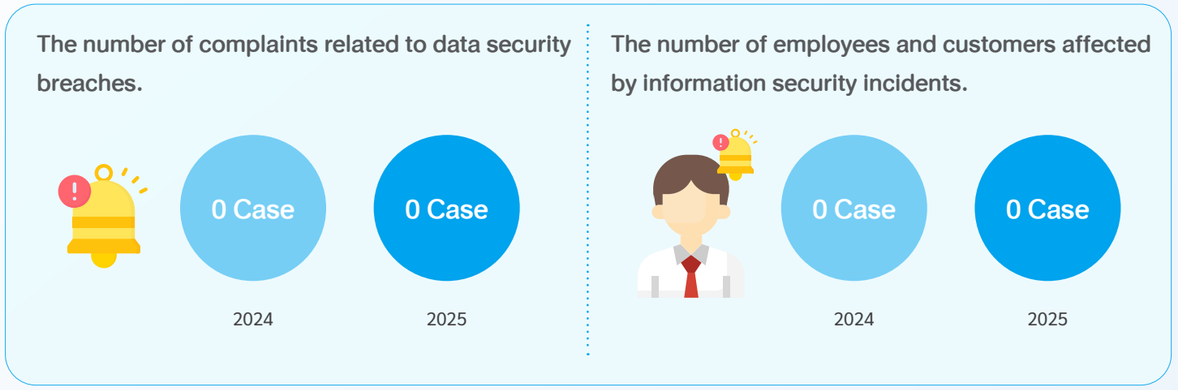
Building an Organizational Culture and Cybersecurity Awareness

The Company places strong emphasis on communicating policies, roles, duties, and responsibilities related to information technology security to all relevant parties, from management to employees. This communication is conducted continuously and covers both new employees and existing staff, under the coordination of the Information Technology Department. The objective is to ensure that all employees are aware, jointly vigilant, and well informed about appropriate actions to take when encountering potential cybersecurity risks, as follows:

Types of communication	details
Phishing Email Test	The Company conducted IT security awareness tests among its employees and affiliated companies. In 2025, phishing email simulations were carried out, focusing on employees within the Company and its subsidiaries, with testing conducted annually.
IT security training for employees across the Group	The Company organized internal information technology security awareness training for employees of PTG Energy Public Company Limited and its subsidiaries in an online format, with a total of 752 employees participating. The training aimed to enhance employees' awareness of cybersecurity risks and to strengthen their role as a key line of defence in protecting the organization against cyber threats.
Infographics	In addition, the Company regularly disseminated information and updates to raise cybersecurity awareness among employees of PTG Energy Public Company Limited and its subsidiaries through internal communication channels. Employees' knowledge and understanding were also assessed through phishing simulation tests.
PTG Technology Day	The Company also organized the "PTG Technology Day" seminar, featuring knowledge-sharing sessions by leading speakers on "Technology Updates and Cybersecurity Awareness," as well as exhibition booths presented by leading service providers. The event was held to update employees on technology trends and enhance cybersecurity awareness. In 2025, the seminar was organized twice, with a total of 550 participants.

PTG Technology Day 2025

Performance



Personal Data Protection

In 2025, the Company reviewed and updated its Privacy Notice, Personal Data Protection Policy (Privacy Policy), and other related personal data governance documents to ensure alignment with the continually evolving personal data protection landscape. The Company also strengthened data security measures to prevent, control, monitor, and mitigate risks that may affect personal data. In addition, the Company established clear procedures for handling personal data breach incidents, including incident response and appropriate notification to relevant parties. The Company promotes employee awareness of data subject rights, confidentiality measures, and strict compliance with personal data protection laws. Regular training programs are conducted, along with independent monitoring and audits to assess the effectiveness of internal controls and risk management. Relevant departments are required to implement improvements based on recommendations and report progress to the appropriate committees on a quarterly basis.

The Company continues to implement its personal data risk management and communication plans consistently. Over the past year, no incidents of personal data breaches or leakage were identified, reflecting the effectiveness of the Company's governance framework. The Company will continue to monitor and enhance personal data protection measures on an ongoing basis to ensure effective data protection and compliance with applicable laws.

Personal Data Protection Working Committee

The Company has appointed a Data Protection Officer (DPO) in accordance with Sections 41 and 42 of the Personal Data Protection Act, B.E. 2562 (A.D. 2019), and established a Personal Data Protection Office to serve as the central unit responsible for overseeing and supporting all departments in complying with personal data protection laws and policies. The Personal Data Protection Office provides regulatory and operational guidance, conducts training, and disseminates knowledge on personal data protection to employees and relevant units across the Group. It also supports various departments in managing data breach incidents and enhancing data security standards. In this regard, the Personal Data Protection Office regularly reports its performance and activities to the Board of Directors, the Enterprise Risk Management Committee, and the Corporate Governance and Sustainability Committee to ensure transparent and effective governance at all levels of the organization.

Actions in the Event of a Personal Data Breach

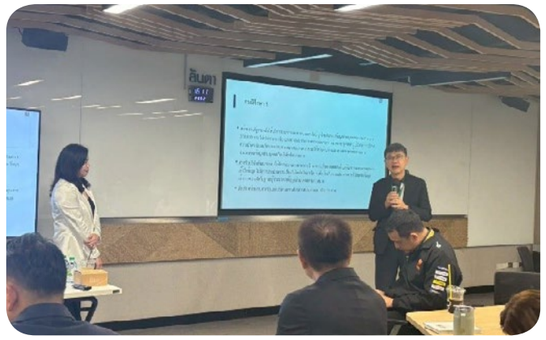
The Company has established a systematic approach for managing data leakage incidents and personal data breaches, which is divided into three phases. Phase 1: When a data leakage incident occurs or when there is reasonable suspicion of such an incident, employees must immediately report it to the Personal Data Protection Office within 24 hours. Phase 2: The Personal Data Protection Office will promptly assess the incident. If it is determined to constitute a personal data breach under the law, the Office will report the incident to the Personal Data Protection Committee Office within 72 hours, while simultaneously implementing control measures to mitigate and minimize potential damage. Phase 3: The Personal Data Protection Office will document the incident and coordinate with the Legal function and the Information Technology team to establish long-term preventive measures. In addition, the Personal Data Protection Office regularly communicates guidelines and procedures for handling data leakage incidents to employees on an annual basis, to ensure that all employees have the necessary knowledge, understanding, and ability to comply correctly with these procedures.

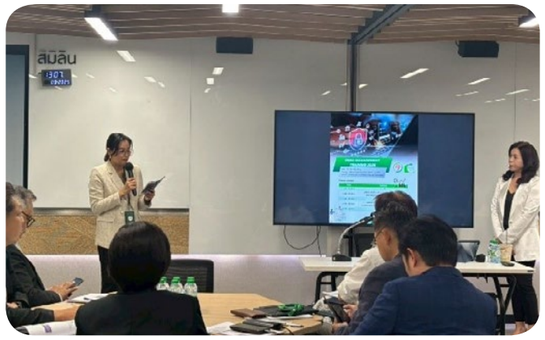
Data Breach Response Procedure

Promotion and Awareness Building on Personal Data Protection

PDPA management training is provided to the Board of Directors, executives, and representatives from each business unit.

The Company places great importance on enhancing knowledge, understanding, and awareness of personal data protection (PDPA) among executives and employees at all levels. PDPA awareness is provided to all new employees as part of the orientation process. In addition, PDPA Management training has been organized for the Board of Directors, executives, and representatives from each business unit, with a total of 44 participants attending the training.





Observe PDPA

The Company regularly reviews and audits personal data protection practices at branches and retail outlets within the Group on a quarterly basis, conducting one review per quarter with two branches each time (approximately 70 employees). This is to assess compliance with applicable laws and established guidelines, while also providing continuous guidance and recommendations to employees. Such activities help enhance employees' awareness of personal data protection and support sustainable business operations in compliance with legal requirements and good practices.

Legal Compliance Review Program

The Personal Data Protection Act (PDPA) Compliance Review Program aims to strengthen personal data management standards at fuel service stations nationwide across the Group. Under this initiative, processes for the collection, use, disclosure, and retention of personal data are reviewed, along with on-site operational practices, to identify issues and develop recommendations for further process improvements. In addition, training is provided to employees to enhance their understanding and readiness to comply with legal requirements correctly. The results of the compliance review are reported to the relevant committees and used as input for improving internal control systems to ensure greater effectiveness and alignment with applicable laws.

Project : Provision of advice and resolution of complaints

The Personal Data Protection Office provides advisory services and oversees the collection, use, disclosure, and protection of personal data across the PTG Energy Group to ensure compliance with applicable laws. This includes handling enquiries and complaints related to personal data protection. In 2025, no personal data-related complaints were reported, reflecting the effectiveness of the Company's internal controls and governance measures.

Project : Development of PDPA expertise among personnel

The Company continuously participates in personal data protection training programs organized by external organizations. The knowledge gained is applied to enhance operational processes and strengthen personal data governance in alignment with relevant laws and standards.

Development and Dissemination of PDPA Awareness Materials within the Organization

The Company has continuously developed and disseminated internal communication materials on personal data protection (PDPA) to enhance employees' knowledge, understanding, and awareness, enabling them to collect, use, disclose, and dispose of personal data correctly in accordance with the law and the Group's regulations. The materials cover key topics such as membership registration for Max Card holders aged 13 and above, guidelines for safeguarding customers' personal data, response measures in the event of data breaches, disciplinary practices in cases of PDPA violations, news and case studies on law enforcement, and the application of PDPA principles in digital marketing with respect for customer rights. These materials are distributed on a weekly basis to support employees in appropriately applying this knowledge in their day-to-day operations.

Performance Results Related to Personal Data Protection

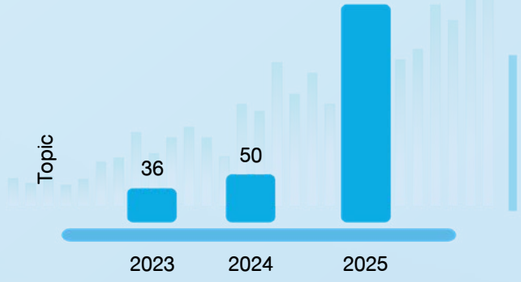
Stability & Compliance

The number of complaints received 0 cases
Throughout the 3 years (2023–2025)

Misuse of data: None.
Verified for 3 years.

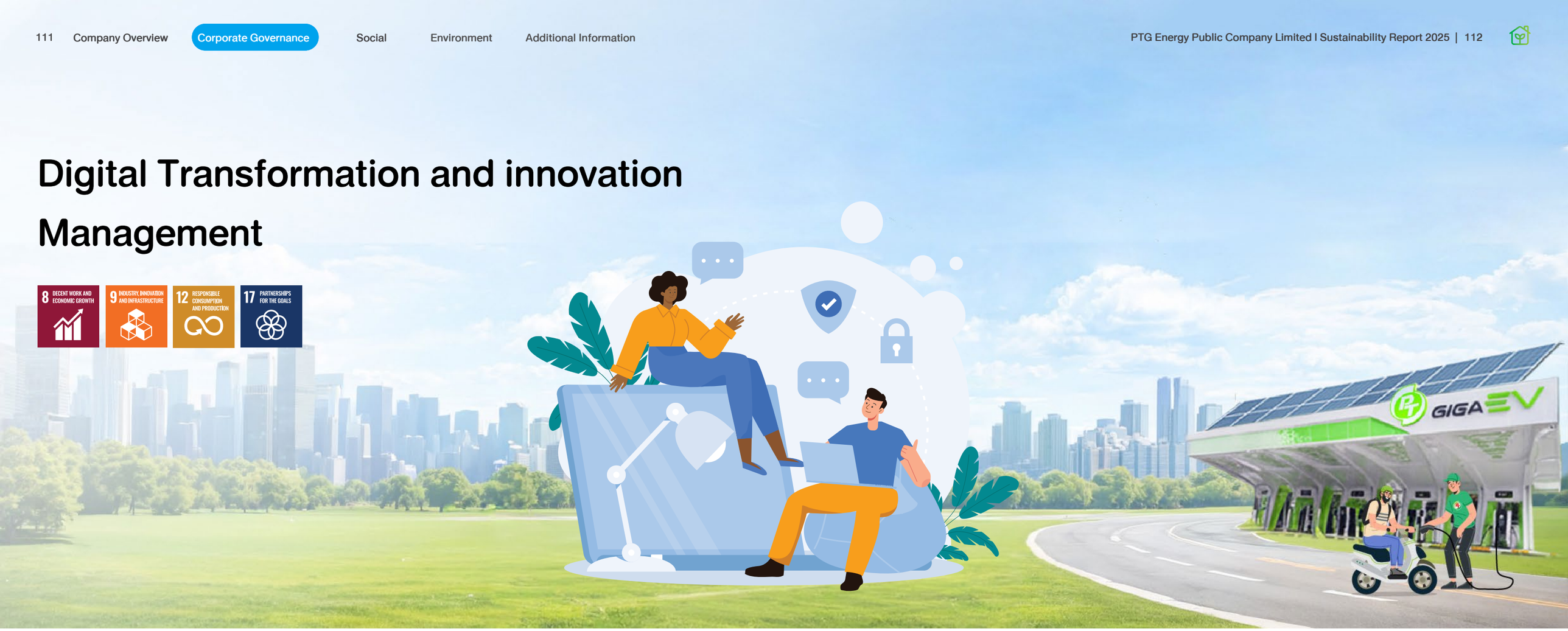
The number of complaints received from regulatory authorities
1 cases (2024)
2023 and 2025 = 0 cases

Government Cooperation Trend



The request for personal information (copies of CCTV footage) to be used as evidence in case files

Digital Transformation and innovation Management



Commitment

" The Company integrates innovation and digital technologies into its business operations to unlock growth opportunities in non-oil businesses, while strengthening its long-term competitive capabilities in a sustainable manner. "

Stakeholder Impact

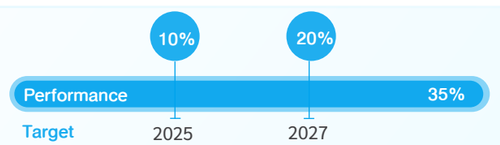
The Company is committed to developing innovation to enhance the value of its products and services, while fostering collaboration with external partners to unlock new business opportunities and create shared long-term value. Such collaborations generate positive outcomes for external stakeholders, such as small entrepreneurs, auto repair technicians, and market operators, by helping reduce operating costs, enhance income-generating capacity, and expand economic opportunities, thereby supporting sustainable community-level economic growth.

Business Impact

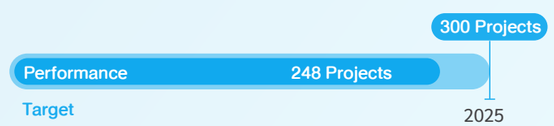
The Company drives its business through the development and testing of new business models, alongside process improvements and the application of technology to enhance competitiveness and adapt to market changes. Collaboration with partners through pilot projects helps reduce costs, increase operational speed, and manage risks effectively, enabling sustainable business expansion, better customer responsiveness, and the maintenance of competitive advantage within the industry.

Performance Against Targets

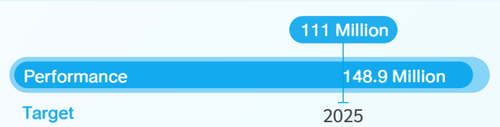
Revenue growth rate from business innovation[1/]



Number of efficiency improvement projects



Cost savings from process efficiency improvement projects



Note: [1/]Growth rate of sales from innovation-driven businesses (Same-Store Sales Growth)

Management Approach

Amid economic slowdown and shifts in the labor market driven by technological adoption, the Company recognizes the challenges in developing and strengthening collaboration with business partners that have the potential to grow alongside the Company. Accordingly, the Company places emphasis on building strategic partnerships with both existing and new partners that possess innovation capabilities, providing opportunities to propose ideas, technologies, and solutions aligned with the Company's business direction. These collaborations may be further developed in various forms, such as joint product, service, or business model development. This approach supports the creation of market-responsive innovation while reflecting the Company's role in promoting an innovation-driven economy and fostering a sustainable business ecosystem.

At the same time, the Company's digital transformation and innovation management are carried out under a strategic governance framework with clear accountability, driven primarily by business needs. The approach integrates strategic direction setting, process design, and end-to-end implementation, emphasizing data-driven decision-making, cross-functional collaboration, and systematic performance monitoring to ensure that digital initiatives and innovation deliver value, enhance efficiency, and support long-term sustainable growth.

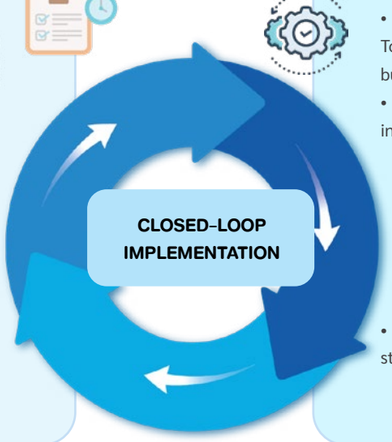
Approach to Setting Direction and Managing the Digital Transformation

The Company drives its Digital Transformation not merely by adopting technology, but by elevating the organization's mindset, work processes, and operating model at an enterprise level. This approach aims to enhance efficiency, reduce costs, strengthen transparency, and support long-term sustainable growth. Digital capabilities therefore serve as a key enabler in translating business strategy into tangible, measurable outcomes.

The Company's digital transformation is implemented in a systematic manner, covering the entire journey from defining business challenges, analyzing and redesigning processes, to the end-to-end deployment of digital solutions through a closed-loop implementation approach. This ensures that the transformation delivers clear, continuous, and sustainable results.

1) Direction Setting and Prioritization (Business Process Consult: PMO)

- Backlog prioritization is applied to select projects that deliver the highest value, based on the following considerations:
  - Business value
  - Customer satisfaction
  - Implementation risk
  - Cost of delay
  - User impact
- Projects are driven through both top-down (strategic) and bottom-up (operational efficiency) approaches.
- Clear project objectives, project owners, timelines, budgets, and team readiness are defined.



2) Business Process Analysis and Design (Business Process Consult: BA)

- Analyze As-Is processes and design To-Be processes aligned with future business needs.
- Link process improvements with core functions, including:
  - Revenue (AR / Order to Cash / E-Wallet / Smart Stock)
  - Finance, accounting, and cost management (AP, GL)
  - Human resources (HR)
  - Core enterprise systems (ERP / EPM)
- Emphasize the development of a clear vision statement prior to technical implementation.

3) End-to-End Digital Solution Implementation (Digital Solution Closed-loop Implementation)

- Deploy digital tools to enhance efficiency and reduce repetitive work, such as:
  - Document Management System (DMS)
  - Workflow / K2
  - OCR for document processing
  - Robotic Process Automation (RPA)
  - Reporting tools and ERP/EPM systems
- Execute the full project lifecycle, from project charter, To-Be design, and requirements definition, through testing, acceptance criteria, and final delivery.
- Integrate data end-to-end to enable automated, systematic, and auditable operations.

AI Development within the Organization

Artificial Intelligence (AI) has become a critical factor influencing organizational competitiveness in today's business environment. Organizations must therefore adapt their strategies to leverage AI effectively and sustainably. The Company has established an AI Governance Policy to provide guidance for the proper, secure, and effective use of AI, including the following key areas:

- Integration of AI into work processes to enhance efficiency, reduce costs, and support data-driven decision-making. The Company develops and upgrades its information systems to enable the use of AI in data analytics and customer service processes.
- Workforce development, through the promotion of digital and AI skill training to ensure employees can use technology effectively and securely. The Company provides AI training programs to introduce AI concepts and prepare employees for AI adoption across PTG and its subsidiaries, at all levels, through both onsite and online formats.
- Governance and risk management, with careful consideration of data security, accuracy, and compliance with applicable laws and regulations, in order to build trust among stakeholders.
- Continuous review of control measures and policies to ensure alignment with relevant laws, regulations, and best practices.

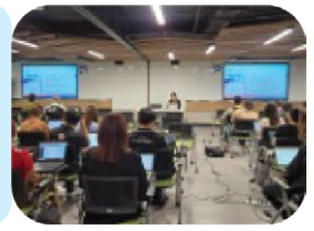
A systematic approach to AI adoption enables the Company not only to adapt to change, but also to create competitive advantage and achieve sustainable long-term growth.

The Company places strong emphasis on the appropriate development and use of AI by clearly communicating AI policies, guidelines, and roles to employees at all levels. This ensures proper understanding, promotes responsible use, and aligns AI deployment with organizational objectives. Training programs are provided to enhance employees' knowledge and practical application of AI across the organization.

Class 1: AI Essential for Administrator Conducted on 4 March 2025, this 3-hour online training session (13:00–16:00) was attended by 87 participants.

Class 2: Google AI for Executive Training Conducted on 8 May 2025, this 1.5-hour onsite training session (08:30–10:00) was attended by 20 participants.

Class 3: Gemini Training for Key User Group Conducted on 23 May 2025, this 3-hour onsite training session (09:00–12:00) was attended by 70 participants.



Overview of Employee Training Programs for PTG in 2025: Specialized Courses on AI Knowledge Enhancement.

- A total of three specialized training courses were conducted in 2025, with 177 employees participating.
- Based on pre-test and post-test assessments, the majority of employees demonstrated a strong understanding of the training content.

The average post-test score was **9.2** out of 10, equivalent to **92%**

Performance Results

The Company is driving business process transformation by leveraging digital technology as a key enabler to enhance efficiency, speed, and accuracy in operations. Tangible outcomes have been achieved across four main areas:

Transformation – Business Process (BA): Project / Result Overview

1) Enhancement of User Communication Processes

- Development of a LINE Bot for real-time work status tracking
- Creation of executive dashboards to support faster and more accurate decision-making
- Improved task status management and reduced risks associated with delayed follow-up

Results: Enhanced transparency, immediate access to information, and reduced coordination workload.

2) Improvement of Business Area Configuration in SAP

- Accurate segregation of revenue and expenses in line with business structures
- Reduced time required to correct transaction errors
- Improved accuracy and automated data integration for reporting (PUN, GL, GS)

Results: Increased accounting accuracy and reduced rework.

3) Adoption of RPA and Workflow in Reporting and Verification Processes

- Use of RPA and workflow automation to automatically retrieve data from bank statements and related systems
- Reduced manual work and risk of human error
- Enhanced process consistency and standardization

Results: Faster, more accurate processes with improved auditability.

4) Acceleration of Cash Flow Reporting

- Integration of E-Wallet and SAP data, reducing report preparation time from 10 days to 10 minutes
- Reduction of non-cash process time from 4 hours to 30 minutes

Results: Improved speed, accuracy, and efficiency in liquidity management.

The Company has implemented AI projects to enhance operational efficiency, reduce repetitive workloads, and improve the quality of executive decision-making. The scope and key outcomes of these initiatives are as follows:

Project Scope and Outcomes

- Development and testing of AI solutions to support the organization's core business processes
- Application of AI-based CCTV image analysis to enhance monitoring effectiveness and safety management
- Use of AI CV Matching to compare candidate qualifications with job requirements, improving accuracy and reducing recruitment cycle time
- Implementation of AI OCR and document description to convert and structure data from documents, reducing manual work and errors
- Deployment of AI PCA (Predictive / Pattern-based Analysis) to analyze data and systematically support management decision-making

Value Delivered to the Organization

- Improved efficiency and accuracy of operational processes
- Reduced repetitive tasks and reliance on manual operations
- Enhanced data quality and the use of data-driven insights in management
- Established a strong foundation for governed and responsible AI adoption, supporting future scalability

1. Innovation Management

Business Innovation

The Company places strong emphasis on driving business innovation as a key mechanism for creating added value, enhancing operational efficiency, and supporting sustainable growth. Innovation is promoted through multiple approaches, encompassing internal development, collaboration with external partners, and strategic investments, as outlined below:

Innovation

New business development by internal personnel.

Business and innovation development by internal personnel

The Company encourages employees at all levels to participate in the ideation and development of business innovations through process improvement, technology adoption, and the application of new ideas to create products, services, or operating models that enhance efficiency, reduce costs, and generate added value for the organization.

Incubation
Co-Creation

Investing in new businesses that enhance operational performance and reduce organizational costs.

Pilot projects and new business development in collaboration with external partners

The Company fosters collaboration with business partners and external experts to jointly develop and test pilot projects, as well as to scale new business opportunities. These collaborations focus on knowledge exchange, technology sharing, and resource integration to enhance operational agility and reduce risks associated with innovation development.

Investment

Piloting new projects and business ventures in collaboration with external partners.

Strategic investment in new businesses and technologies

The Company considers strategic investments in businesses and technologies with strong potential to create organizational value, improve operational performance, and reduce long-term operating costs. Such investments also create new business opportunities, strengthening competitiveness and supporting sustainable long-term growth.

Process Innovation

The Company places strong emphasis on enhancing employee capabilities and continuously developing process innovation. Clear management frameworks have been established to support learning, development, and the application of creativity to improve organizational operations, as outlined below:

1. Capability Enhancement and Experiential Learning

The Company is committed to strengthening workforce capabilities through a Learning by Doing approach, using the “Productivities” project as a project-based learning platform to foster analytical thinking and systematic problem-solving skills.

The Company has established advisory teams from the Process Transformation function and senior management to act as coaches and mentors, providing close guidance throughout planning, progress monitoring, and success evaluation. This initiative not only improves operational efficiency, but also cultivates a knowledge-sharing culture within the organization and encourages employees to develop measurable process innovations, including those that generate tangible economic value.

2. Performance Evaluation Across Three Key Dimensions

To ensure that the organization’s innovation strategy and execution deliver clear, tangible, and high-impact results, performance measurement criteria have been established across three key dimensions:

Revenue Enhancement

Focuses on developing innovations that create new business opportunities in the market and enhance overall business competitiveness.

Cost Reduction

Emphasizes improving resource management efficiency and reducing waste within operational processes.

Satisfaction Improvement

Concentrates on enhancing service quality and speed to deliver the best possible experience for both internal and external customers.

Through a strategy that combines workforce capability development with clearly defined performance indicators, the Company is confident in its ability to create valuable innovations and drive strong, stable, and sustainable organizational growth over the long term.

Process Innovation

Process Innovation			
Initiative	**Objectives**	**Indicators/Targets**	**Performance**
Improvement of the New Coffee Shop Setup Process (Punthai)	Streamline and accelerate the setup process for new store openings to support rapid branch expansion	Reduce new store setup time from 6 days to 3 days, in line with the expansion plan of 800–900 stores in 2025 and 1,000 stores in 2026	Successfully completed setup within 3 days, with the following operational plan: Day 1: Inspection and requisition of equipment from the DC (100%) Day 2: On-site installation, setup, and defect resolution Day 3: On-site coaching for store staff and live operation of equipment
Generative AI Purchasing Department	Develop an AI chatbot system to expand communication channels with the Purchasing Department and enable users to independently access information	Reduce workload related to routine enquiries by deploying AI-based guidance and responses	The volume of general enquiry handling decreased, and employees adapted well to using the AI system

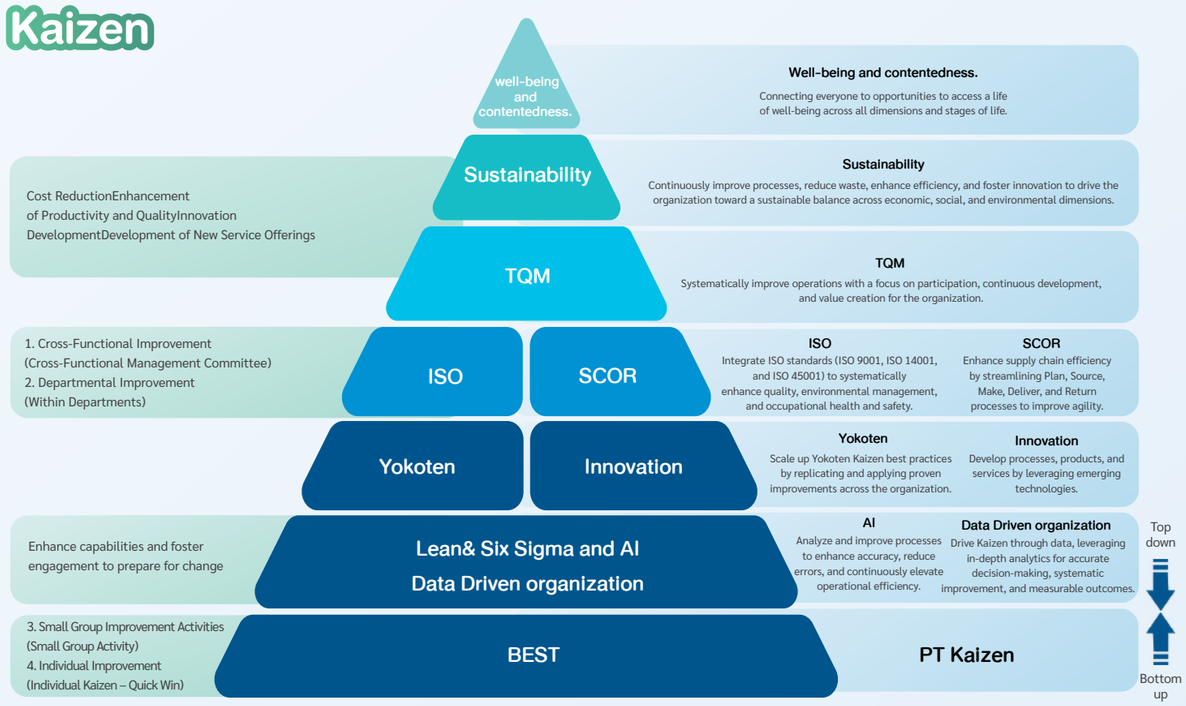
2. Knowledge Promotion and Innovation Activities

Kaizen Activity Promotion Policy

The Company manages innovation creation and continuous improvement through the Kaizen Program, which serves as a key mechanism in driving the organization toward becoming a data-driven organization and supporting its sustainability goals. The program integrates employee participation at all levels (bottom-up) with strategic direction and oversight from management and the Kaizen Committee (top-down).

The Company continuously promotes innovation by accepting Kaizen for Innovation initiatives on an annual basis. In 2025, the operational framework was further enhanced with the introduction of the Automation Kaizen category to encourage the application of digital technologies such as Artificial Intelligence (AI), automation systems, and data analytics to improve efficiency, reduce waste, and elevate work quality.

In addition, the Kaizen Program has been integrated with the Company’s management systems and organizational standards, including ISO, SCOR, TQM, and Yokoten, to promote organizational learning, knowledge sharing, and continuous improvement across the organization. The outcomes are linked to value creation across economic, social, and environmental dimensions, supporting the Company’s sustainable “Well-being and Contentedness” organizational philosophy.



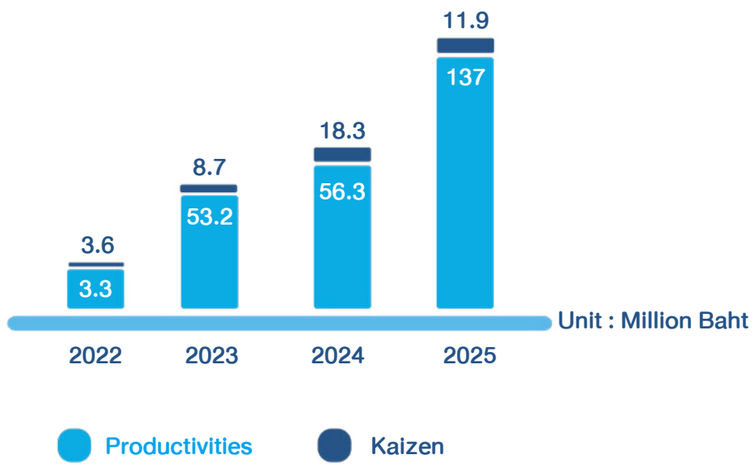
Development of Skills and Promotion of Creativity and Innovation through Kaizen Processes

The Company is committed to systematically developing employee skills and fostering creativity through Kaizen activities by integrating innovation, technology, and process improvement learning into its human capital development framework. This is achieved through training programs and knowledge sharing between the Kaizen working teams and the IT function, such as PTG Technology Day, alongside learning via E-Learning platforms and the Train the Trainer program. These initiatives cover a total of 12 Kaizen-related courses under the concept of “Learn Long, Learn, Do”.

In 2025, the Company further enhanced workforce capabilities through Lean White Belt, Yellow Belt, and Green Belttraining programs, aimed at strengthening employees’ analytical skills, problem-solving capabilities, and innovation capacity. In addition, the Company developed the KM Kaizen Program to support knowledge management, internal communication, and the organization-wide replication of best practices (Yokoten).

In parallel, the Company allocated budgets, incentive awards, and certificates signed by the Chief Executive Officer and the Chairman of the Kaizen Committee to motivate participation, encourage engagement, and reinforce a culture of continuous improvement across the organization.

Cost savings achieved from initiatives promoting innovation and operational efficiency enhancement



Promotion of Business Innovation within the Organization

1. Enhancing Logistics Efficiency through Digital Technology

The Company focuses on improving transportation and warehouse management efficiency through the adoption of modern technologies to support the growth of the non-oil business segment and strengthen the logistics system across the Group:

- Integration of Transportation and Warehouse Systems: Development and integration of the Transportation Management System (TMS) with the Warehouse Management System (WMS) to enable seamless data management and end-to-end visibility.
- Cost Efficiency Enhancement: Centralized transportation management within the Group, with an average transportation value of over 8 million baht per month, contributing to cost reduction and more systematic product distribution.
- Human Capital Development: Provision of training programs to enhance employees’ digital and data-related skills, enabling effective and efficient utilization of digital systems.

2. Supporting Innovation and Healthcare Partner Networks (Arincare)

The Company promotes knowledge development and the application of innovation in pharmacy and healthcare management systems to elevate service standards through a nationwide network of over 5,000 partner branches:

- The Company promotes knowledge development and the application of innovation in pharmacy and healthcare management systems to elevate service standards through a nationwide network of over 5,000 partner branches:
- Digital Health Platform: Development of point-of-sale management and inventory management systems for pharmacies to improve service accuracy and inventory control.
- Strengthening Partner Networks: Organization of training programs on digital system usage for Arincare teams and partner pharmacies, enabling timely adaptation to new technologies.
- Financial Innovation (Payment Solutions): Development of a pilot project in collaboration with MAX ME to expand payment acceptance via MAX ME Wallet at target network pharmacies, with a goal of 55 branches by 2025, enhancing convenience and customer experience.

Product Innovation and Business Innovation

Initiative	Objectives	Indicators/Targets	Performance
NEXX Pharma	• Promote societal well-being and safe access to healthcare services • Enhance pharmaceutical quality management and reduce operational waste • Strengthen responsibility and sustainability across the pharmaceutical and medical supply chain • Develop workforce capabilities and foster a safe and fair working environment • Enhance transparency, good governance, and strict legal compliance • Reduce environmental impacts from pharmacy operations	• Business revenue • Business growth rate • Growth in customer volume • Crew turnover rate	• Nexx Pharma achieved 35% same-store sales growth • Gross Profit (GP) increased by 3%

Expansion into New Businesses Aligned with Sustainability

The Company has expanded its operations into new businesses aligned with the principles of sustainable development, with a focus on developing digital platforms that create added business value while enhancing operational efficiency, generating economic opportunities, and responding comprehensively to the needs of stakeholders. In this regard, the Company has implemented two key projects as follows:

1. 360 TRUCK Project

The 360 TRUCK Project is a logistics platform designed to improve transportation management efficiency and reduce logistics costs for users, while supporting drivers and small-scale operators by providing fair and transparent access to business opportunities.

Implementation Approach

- Development of a digital platform to improve logistics management efficiency and reduce transportation costs.
- Support for drivers and small-scale operators through the platform system to increase income-generating opportunities.

Performance Results

Service Quality Standards
The Company maintained an on-time delivery rate of over **90%.**

User Engagement
Approximately **20,000–30,000** drivers are active on the platform as regular operating drivers (Active Drivers).

Transaction Value
A total of more than **30,000 transport** trips were managed in 2025, generating income circulation for drivers with an average freight rate of approximately **THB 8,000 per trip.**

Platform Access
More than **100,000 drivers** have registered on the platform to access increased income opportunities.

2. Arincare Project

The Arincare Project is a healthcare platform aimed at expanding public access to healthcare services while sustainably enhancing the competitiveness of community pharmacies. The project integrates healthcare services, digital technology, and financial solutions.

Implementation Approach

- Development of a platform that improves access to healthcare services and enhances efficient pharmacy management.
- Strengthening the capabilities of community pharmacies to enable sustainable competitiveness.
- Integrating healthcare services, digital technology, and digital financial solutions to create an end-to-end healthcare ecosystem.

Performance Results

The number of pharmacies using the platform has continued to grow, reaching a total of **5,640 pharmacies** in 2025.

Total revenue increased significantly, with MedEx (B2B) serving as the primary revenue base.

The revenue structure has begun shifting toward Data & Marketing Services, a **high-margin business segment.**

MedCare (B2C) experienced **revenue growth alongside effective** cost management to maintain profit margins.

Overall performance reflects strong growth potential and readiness for **long-term business expansion.**

Highlight Project

Uniform Upcycling Project

Background and Significance

Through internal operations, the Company identified extensive use of cleaning cloths and textile materials in daily workflows, resulting in a continuous generation of textile waste. This not only creates waste management costs but also poses long-term environmental impacts. The “Uniform Upcycling” project was therefore initiated under the principles of efficient resource utilization and the Circular Economy, aiming to transform waste materials into value-added products. The project delivers environmental and economic benefits while promoting employee engagement, and reflects the Company’s tangible role in advancing sustainability through Kaizen activities.

Implementation Approach

The project began with the survey and segregation of textile waste and used cleaning cloths generated from the Company’s operations. These materials were then assessed for reuse potential and processed through a designed recycling and upcycling workflow to create value-added products. Cross-functional collaboration was established among operational units, environmental teams, and on-site employees to ensure participation throughout the process. Key performance indicators were defined, including waste reduction volume, greenhouse gas emission reduction, and economic returns, enabling systematic monitoring and evaluation of project outcomes.

Performance Results

The project delivered measurable environmental and economic outcomes. It reduced textile waste by approximately **774 kilograms per year** decreased greenhouse gas emissions by around **1.94 tons of CO_2 equivalent per year**

The project generated approximately **960,300 THB** in revenue from recycled products. In addition, it enhanced the Company’s environmental responsibility image, strengthened employee engagement, and serves as a tangible model for applying Circular Economy principles through Kaizen activities, with potential for long-term scalability.

Improvement of the Store Set-Up Process for Punthai Coffee

Background and Significance

In response to the rapid expansion of Punthai Coffee in 2025, with a target of opening approximately 800–1,000 new branches, the Company identified limitations in the existing store set-up process. Previously, branch installation was managed by area managers, who faced constraints in time, manpower, and cross-functional coordination. As a result, the process lacked agility and required extended lead times.

To address these challenges, the Company established a dedicated Store Set-Up Team to enhance operational efficiency and speed. The primary objective was to complete the set-up of new branches within three days, enabling faster store openings, increased sales opportunities, and systematic support for business growth.

Implementation Approach

The Company transformed the operating model from a decentralized approach led by area managers into a centralized management model with a Single Point of Contact. The Store Set-Up Team is responsible for end-to-end planning and execution in alignment with the branch expansion plan, including coordination with:

- Engineering Department for construction activities and site readiness
- Procurement Department for sourcing equipment and related materials
- Operations Department for staffing, training, and on-site operational readiness
- Suppliers to ensure timely delivery of equipment and materials according to the project schedule

This approach reduced redundancy, clarified roles and responsibilities, as well as enabling faster and standardized installation of new branches.

Performance

Throughout 2025, overall operations achieved a satisfactory performance level and met the established objectives. The scope of work included equipment installation, staff training, system testing, and issue resolution, ensuring full operational readiness for store opening on the following day.

1. Branch Expansion

A total of

823

new branches

2. Cost Reduction

Previous Contractor:
THB 56,200 per branch,
totaling THB 46.2 million.

New Operation:
THB 25,870 per branch,
totaling THB 21.2 million.

Budget savings: up to THB 25 million

3. Increased Sales Opportunity

The set-up time was reduced by 3 days

The average sales per branch were THB 10,000 per day.

Generated additional sales opportunities totaling THB 24.6 million

Success Together Through Teamwork

Facilitate coordination among departments

- Team Engineering
- Team Purchase
- Team Operation
- Team Suppliers

To ensure consistent communication, minimize errors, foster collaborative discussions, and establish unified objectives for successful project outcomes.

project outcomes.

Sustainable Supply Chain Management

Commitment

"The Company is committed to sustainable supply chain management by selecting responsible business partners and enhancing operational efficiency while upholding environmental, social, and governance (ESG) standards throughout the procurement and distribution processes. This approach aims to create shared and long-term value for the business, society, and the environment."

Stakeholder Impact

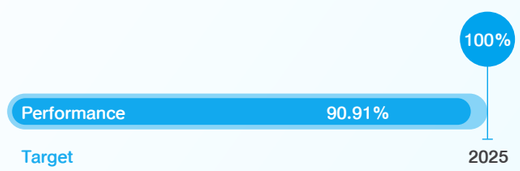
Sustainable supply chain management enhances transparency, fairness, and traceability in procurement while supporting business partners' sustainable growth in compliance with labor, environmental, and ethical standards. This helps reduce business risks and strengthen supply chain resilience. Customers benefit from safe, high-quality, and environmentally friendly products and services, while shareholders and investors gain confidence from effective ESG risk management, which reinforces the Company's robustness and long-term competitiveness. In addition, promoting innovation and environmentally friendly materials reduces environmental impacts and creates shared value for business, society, and the environment.

Business Impact

Sustainable supply chain management strengthens business continuity, reduces disruption risks, and improves resource efficiency. It supports compliance with relevant laws and standards, enhances stakeholder confidence, and contributes to the Company's long-term growth and competitiveness.

Performance Against Targets

Tier 1 Suppliers identified with high risks have undergone assessments in environmental, social, and governance (ESG) factors.



Note: The performance results are not yet 100% complete, as some suppliers were not classified as active suppliers during the annual audit plan period, and some suppliers were unavailable for audits within the specified timeframe.

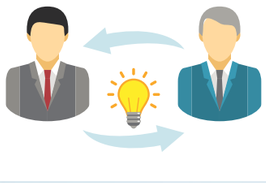
Management Approach

Amid global economic volatility, rising raw material costs, and geopolitical uncertainties that affect supply chain stability, along with logistics constraints and domestic trade regulations, the Company places strong emphasis on systematic risk management related to sourcing and transportation costs, while responding to increasingly stringent ESG expectations. Proactive strategies include diversifying the supplier base, optimizing inventory management, and applying digital technologies for logistics forecasting and tracking. In parallel, the Company selects and develops suppliers to comply with labor, environmental, and ethical standards, thereby strengthening supply chain resilience, continuity, and long-term sustainability.

Supply Chain Management Strategy

To ensure that the supply chain can effectively respond to changes and business challenges, the Company focuses on efficient, transparent management aligned with sustainable development principles. The Company implements key strategies to enhance supply chain flexibility, reduce risks, and leverage technology to support operations, enabling a rapid and efficient response to market demands, as follows:

1. Establishing partner management standards
is a critical strategy that ensures seamless collaboration with partners, reduces risks, and enhances operational transparency.



2. Responsible sourcing, selection, and evaluation of partners guarantee
their quality while ensuring adherence to ethical standards and sustainability practices across the entire supply chain.

3. Managing sustainability risks within the partner
network helps mitigate environmental, social, and governance risks, fostering greater stability within the supply chain.

4. Enhancing cost efficiency
aims to reduce supply chain expenses by improving processes and optimizing resource use, boosting competitiveness.

5. Cultivating strong partner relationships
strengthens the supply chain through trust, collaboration, and joint development, ensuring long-term sustainability.

Supplier Sourcing and Selection Policy

The Company is committed to conducting procurement in a transparent, fair, and non-discriminatory manner, with appropriate disclosure of relevant information to ensure auditability and build confidence among all stakeholders. The Company's procurement policy emphasizes careful supplier selection based on production capability, quality of goods and services, price competitiveness, and compliance with environmental, social, and governance (ESG) standards.

The Company supports suppliers that operate responsibly, uphold ethics and integrity, and respect human rights throughout the supply chain. This approach ensures the procurement of high-quality goods and services, maximizes value for the Company, reduces procurement-related risks, and jointly strengthens a resilient and sustainable supply chain.

Supplier Code of Conduct

The Company has established a Supplier Code of Conduct to define clear guidelines for suppliers to conduct business in compliance with applicable laws, ethical principles, and internationally recognized standards. The Code emphasizes responsible business practices, respect for human rights, fair labor treatment, and consideration of social and environmental impacts throughout business operations.

In addition, the Company places strong importance on maintaining standards for safety, occupational health, and appropriate working conditions, to promote responsible, transparent, and sustainable supply chain management in the long term.

Further details are available at : Supplier Code of Conduct

In addition, the Company has established a Grievance and Whistleblowing Mechanism to provide channels for suppliers and stakeholders to report concerns related to fraud, corruption, unfair practices, or non-compliance with the Supplier Code of Conduct. The Company has implemented strict measures to protect whistleblowers and maintain confidentiality, ensuring that the procurement process is transparent and auditable at all stages. Reports can be submitted via email at whistleblower@pt.co.th.

Supply Chain Risk Assessment

The Company has developed a structured supplier registry to support effective supplier risk management in line with sustainable procurement standards, with the objective of preventing potential impacts on business operations. Supplier risk assessment is conducted across two key dimensions:

1. Suppliers whose risks may affect the Company's operations, such as purchase value, criticality of goods and services, and reliance on non-substitutable products or services, which could impact operational continuity and business sustainability.
2. Suppliers that may pose environmental, social, and governance risks, including potential impacts related to environmental performance, social responsibility, or non-compliance with good corporate governance practices, which could affect the Company's reputation and long-term sustainability.

Types of Suppliers

Tier 1 Suppliers
966 Suppliers
Proportion and Purchase Value:
35,149 Million Baht

Significant Supp
in Tier 1
65 Supplier
6.73%

Proportion and
Purchase Value:
27,320 Million Baht
77.73%

Significant Suppliers
Not in Tier 1
6 Suppliers
0.62%

Significant Suppliers in Tier 1
and Significant Suppliers
Not in Tier 1
71 Partners

Criteria for Classifying Partners

1. Primary Key Partners: Partners with critical business relationships to the company, meaning those on whom the company is highly dependent. This includes partners with high purchase volumes (>=80%) and/or those who significantly impact the company's competitive advantage, market success, and/or are irreplaceable.

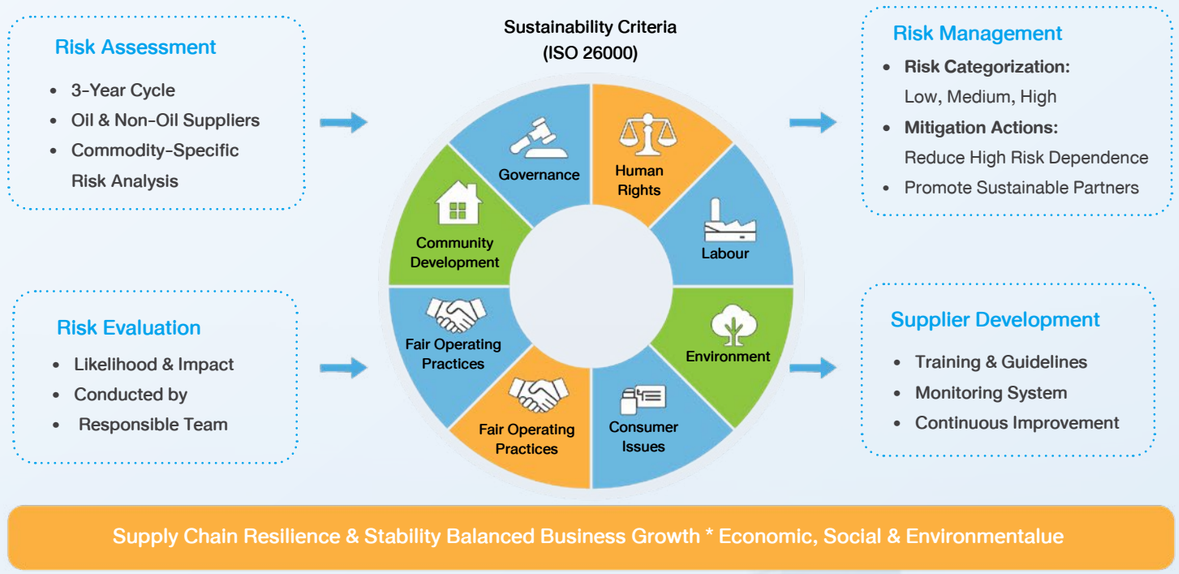
2. Secondary Key Partners: Suppliers of raw materials, products, and services to the primary key partners. The materials, products, and services they provide significantly impact the company's competitive advantage, market success, or survival. These suppliers are few in number or irreplaceable.

Identification of Supplier Sustainability Risks

The Company places strong emphasis on managing sustainability across the entire supply chain by conducting sustainability risk assessments of its suppliers every three years. This assessment covers both the oil and non-oil business groups. The evaluation considers both the likelihood and the potential impact of risks, using a commodity-specific risk assessment approach, and is carried out by the responsible units. The assessment criteria cover seven key areas in accordance with ISO 26000, namely: corporate governance, human rights, labor practices, the environment, fair operating practices, consumer issues, and community development. This ensures that suppliers operate in alignment with the Company's sustainability standards. The assessment focuses on key suppliers that represent a significant proportion of the Group's total procurement value.

In addition, the Company is committed to continuously developing supplier capabilities through training programs, the provision of Supplier Guidelines, and ongoing performance monitoring and evaluation to encourage continuous improvement. When sustainability-related risks are identified, the Company works jointly with suppliers to establish Corrective Action Plans and systematically monitors progress within defined timeframes. The Company manages supplier risks in proportion to their severity by reducing reliance on high-risk suppliers and promoting collaboration with suppliers that conduct business responsibly and sustainably. This process strengthens supply chain resilience, supports balanced business growth, and creates sustainable value for all stakeholder groups across economic, social, and environmental dimensions.

Supplier Sustainability Risk Management Framework



Environmental, Social, and Governance (ESG) Risk Management Outcomes

Number of Tier 1 Suppliers Assessed for Risk
966 Suppliers
100%

Number of Tier 1 Suppliers Assessed as High Risk
44 Suppliers
4.55%

Assessment Results of High-Risk Business Partners in Environmental, Social, and Governance (ESG) Aspects

Total Number of Suppliers Assessed On-site
11 Suppliers 56.82%
Total Number of Suppliers Assessed Online
2 Suppliers 4.55%

Suppliers Assessed as High Risk with Corrective Action Plans in Place
30.77%

Number of Suppliers with Significant High Risk Who Have Been Discontinued as Company Partners
0 Suppliers

Implementation of Corrective Action

Suppliers Supported in Implementing Corrective Action Plans
2 Suppliers
50%

Note : High risk refers to suppliers that may have potential negative impacts in environmental, social, and governance (ESG) aspects.

In 2025, the Company conducted sustainability assessments of high-risk suppliers, covering 59% of such suppliers. The key risk issues identified included environmental impacts, compliance with labor laws, and occupational health and safety. To strengthen sustainable supply chain management, the Company carried out ESG assessments through a combination of on-site physical inspection audits and online assessments, covering a total of 13 suppliers. This process was conducted in collaboration with the procurement function and relevant departments. The assessments were performed by the Company's internal teams with expertise in sustainability-related matters.

In addition, the Company provided guidance and shared best practices with suppliers, and requested them to develop Corrective Action Plans (CAPs) to address issues identified during the assessments. Progress was monitored according to the nature and severity of the risks, supporting continuous improvement and alignment with sustainability standards, while encouraging suppliers to adopt a more systematic approach to ESG risk management.

Examples of issues identified from sustainability (ESG) assessments

Risk			Risk Management Measures
Environmental (E)	Environmental Management	Hazardous Waste Management	- Conduct regular monitoring and evaluation of hazardous waste management processes to assess their impact and continuously improve the effectiveness of measures in place. - Enforce policies to prevent hazardous waste from being mixed with general waste, and ensure chemicals are not disposed of in drains or natural water sources. - Waste must be separated into four categories: general waste, recyclable waste, hazardous waste, and organic waste. - Chemicals must be separated and stored in safe containers to prevent leakage. - Waste must be stored separately and disposed of by the municipal authority or an authorized organization.
		Wastewater Management	- Establish a written environmental policy to prevent and mitigate environmental impacts. - Provide regular education and training for employees to prevent and reduce environmental and health impacts.
		Environmental Awareness	- Organize awareness campaigns or projects to increase employee knowledge and commitment to environmental sustainability. - Set measurable environmental goals, track progress, and collaborate with partners and local communities to create incentives for reducing environmental impacts.
Social (S)	Human Rights and Labor	Discrimination and Inequality in Employment	- Revise workplace regulations to ensure compliance with current labor protection laws. - Prepare and maintain accurate and complete employee records in accordance with legal requirements. - Provide training and awareness programs for employees on human rights.
	Safety	Lack of Safety Officers	- Appoint a safety officer and ensure proper registration in accordance with the law. - Conduct annual health check-ups and health examinations based on employees' risk factors. - Regularly monitor and review the results of safety and legal compliance assessments.
		Human Rights Training for Employees	Develop and regularly review fire prevention and emergency response plans, conduct fire drills, and ensure that at least 40% of employees receive basic firefighting training.
Governance (G)	Business Ethics	Lack of Written Ethical Guidelines	- Prepare written manuals, regulations, or guidelines on workplace practices and business ethics, covering anti-corruption measures with clearly defined penalties. - Communicate the business code of conduct thoroughly to all employees to serve as a guideline for ethical work practices and business operations. - Establish clear procedures or processes for selecting the Company's suppliers/vendors.
	Compliance with Laws and Regulations	Use of Intellectual Property	- Establish policies for the use of the company's intellectual property in accordance with relevant laws. - Perform regular audits of employees' use of intellectual property, including checking for illegal installation of unlicensed software.
		Confidentiality of the Company	- Prepare a document/letter to inform employees about the company's confidential information and require them to sign a confidentiality agreement, which may be included in the employment contract. - Implement measures to manage data access, utilize cybersecurity systems, encrypt sensitive information, provide employee training on data management, monitor and audit data usage, and establish policies to prevent data breaches.

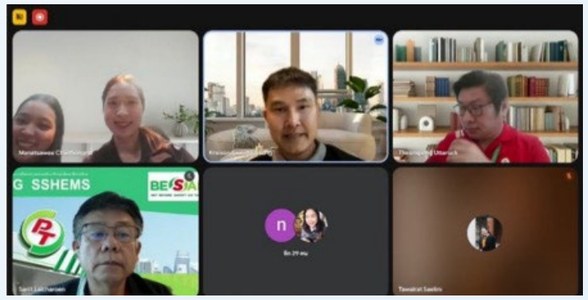
Supplier Relationship Development

The Company places strong emphasis on fostering positive relationships and continuous engagement with both large and small business partners, while actively promoting suppliers' awareness of and compliance with the Supplier Code of Conduct in a tangible manner. In 2025, the Company communicated and cascaded these principles through the ESG for Sustainability through the Supply Chain program at least once a year. In addition, various activities were organized, such as joint discussions on operational approaches, briefings on procedural changes, and open forums for suppliers to share feedback and suggestions. These initiatives aim to strengthen mutual understanding and enhance the effectiveness of collaboration throughout the supply chain.

The Company places strong emphasis on sustainable supply chain management, focusing on comprehensive communication and the dissemination of sustainability practices to suppliers and contractors. The communicated content covers key issues related to business transparency, social responsibility, and environmental stewardship, including good corporate governance and anti-corruption practices, respect for human rights, compliance with labor laws, prohibition of child labor and forced labor, non-discrimination, protection of labor rights, fair wages and benefits, and fair working hours.

The Company has also established a Supplier Code of Conduct as a guideline for responsible business practices, promoting awareness of the importance of corporate governance and anti-corruption. In addition, suppliers are encouraged to participate in the Thai Private Sector Collective Action against Corruption (CAC) to enhance governance standards throughout the supply chain. In terms of safety, occupational health, and the environment, the Company continuously communicates its policies on quality, security, safety, occupational health, and environmental management, as well as related measures and activities. This includes guidelines on Contractor Safety Management, aimed at preventing risks, reducing accidents, and minimizing operational impacts on employees, communities, and the environment.

As a result of the project, a total of 17 suppliers participated and were able to apply the communicated practices in their actual operations. These efforts contributed to elevating suppliers' operational standards in alignment with the Company's sustainability policies and enhancing awareness of human rights, labor practices, safety, occupational health, and environmental issues throughout the supply chain. Moreover, the initiative helped strengthen supplier transparency, accountability, and business resilience, foster long-term strategic partnerships between the Company and its suppliers, and promote continuous improvement of sustainability standards across the supply chain.



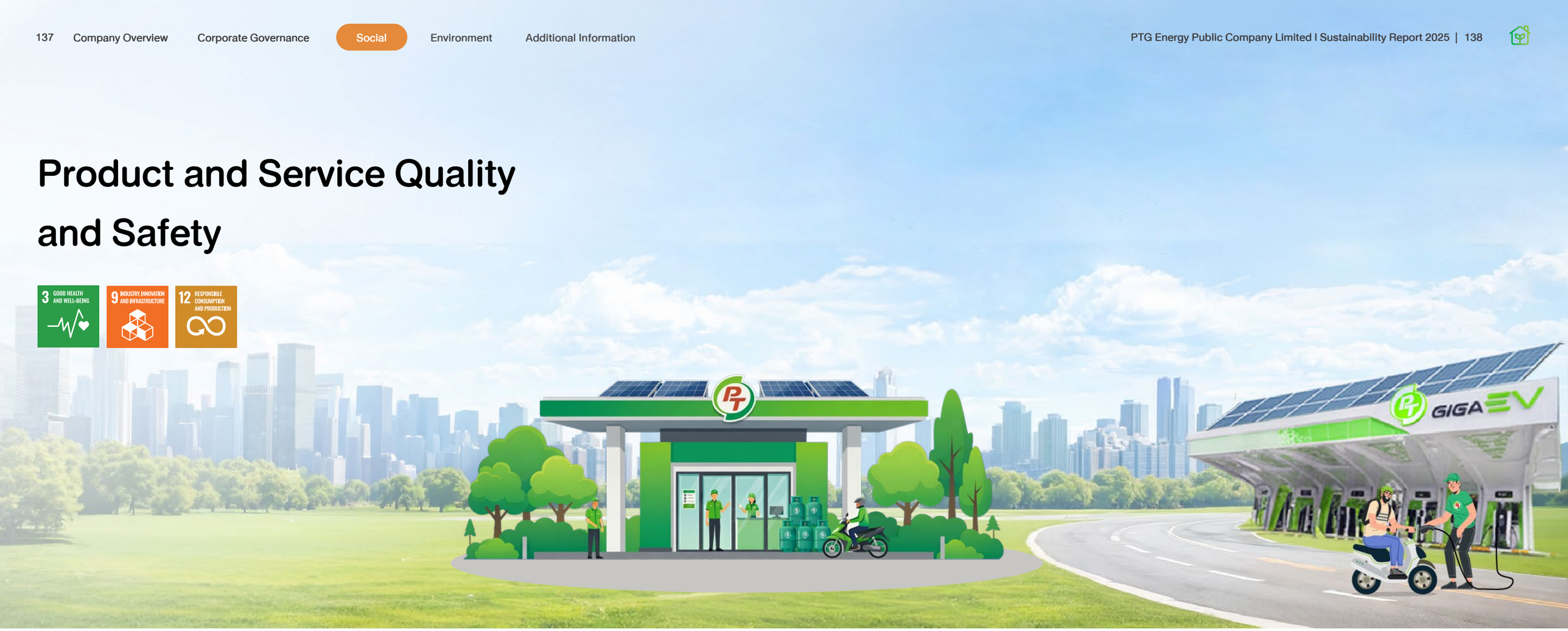
Through knowledge sharing and best practices across the Group, the Company organized a knowledge-sharing activity titled "PTG Knowledge Sharing: ESG for Sustainability through the Supply Chain" for the fifth consecutive year, in collaboration with suppliers from all business units. The program focused on providing knowledge, training, and the dissemination of sustainability practices

to suppliers and contractors through online platforms, with participation from 41 companies.

The Company has prepared and communicated a Contractor Safety Regulations Manual to serve as operational guidelines for contractors carrying out construction work at the Group's premises. The objective is to ensure that all operations are conducted safely, are appropriate to the working environment, and fully comply with applicable laws and regulations on safety, occupational health, and the environment. This manual applies to all contractors engaged in construction activities at the Company's facilities.

4,599 contractors completed occupational safety training.

Product and Service Quality and Safety



Commitment

“ The Company is committed to delivering high-quality and safe products and services in order to build and maintain sustainable trust among consumers and all stakeholders. ”

Stakeholder Impact

Product responsibility practices help build confidence among consumers and business partners regarding the safety and quality of products and services. They reduce potential health and safety risks throughout the supply chain and support transparent and responsible business operations, fostering long-term sustainable relationships with stakeholders.

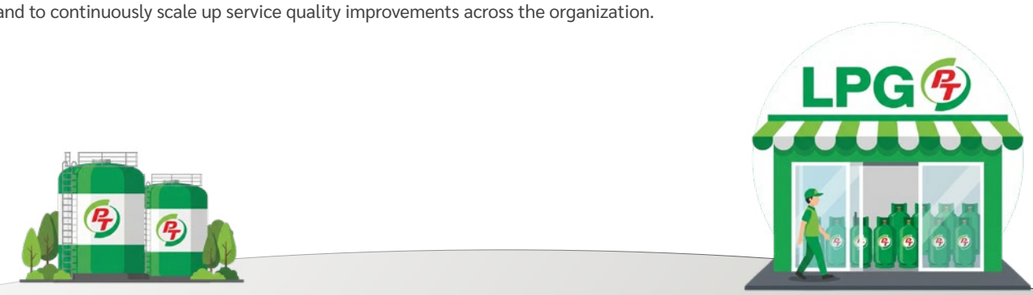
Business Impact

Effective product responsibility management reduces quality, safety, and legal risks, strengthens trust among customers and partners, enhances operational efficiency across the supply chain, and supports long-term business continuity. Conversely, product recalls may negatively impact the Company’s reputation and value, resulting in significant costs such as operational disruptions, disposal and compensation expenses, regulatory fees, and fines, which may affect financial performance and competitiveness.

Product Responsibility (Product and Service Safety)

The Company places strong emphasis on the safety and quality of its products and services by establishing a comprehensive quality assurance system covering the entire supply chain, from oil depots to service stations. Quality testing is conducted by the Quality Assurance unit accredited under ISO/IEC 17025 standards, through random sampling at oil depots and proactive inspections at service stations using mobile inspection units. These activities include testing 5-liter fuel samples, verifying the accuracy of fuel dispensers, and systematically controlling product quality in retail outlets to ensure consistent safety and compliance with standards.

In addition, the Company conducts service quality audits through certified auditors under the Supply Chain Operations Reference (SCOR) framework within the ISO function, covering assessments across the entire supply chain from upstream to downstream. The assessments span multiple dimensions, including operational processes, performance—covering reliability, responsiveness, agility, cost, and asset management—best practices, and people. The audits also include Mystery Check evaluations and 5S activities. Furthermore, the Company has selected role model service stations to serve as benchmarks and to continuously scale up service quality improvements across the organization.



Quality Management and Product Recall

The Company has established a systematic safety and quality control system for its products and services, covering the entire supply chain from oil depots and transportation to service stations. In cases where products are found to be non-conforming, the Company issues a Nonconformity Report (NCR) to ensure proper control, segregation, and corrective actions under the strict supervision of the Quality Assurance function.

For fuel products, the Company has defined clear procedures for product quality remediation (remixing), specifying criteria and corrective methods based on the type and proportion of contamination. Product quality is re-tested and verified prior to re-use to ensure compliance with safety requirements and applicable standards.

All processes related to incident reporting, follow-up, product recall, and closure of quality issues are managed through the Kissflow system, which enables full traceability at every stage. This system supports effective quality risk management, minimizes potential impacts on consumers, and continuously reinforces confidence in product safety and quality throughout the supply chain.

Number of recalls issued	4 Times	2025
Quantity of products recalled	24,531 Liters	2025

Note: The disclosure covers fuel products sold through the retail business of the Group. Product recalls are considered only in cases where products already sold to consumers are withdrawn from the market, or when a recall is ordered by a regulatory authority.

Management Measures for Fuel Quality Issues and Service Failures

The Company has established control, corrective, and preventive measures to maintain fuel quality and ensure accuracy in service delivery, as follows:

1. In the case of water contamination in fuel

The Company regularly provides training and reinforces preventive measures to avoid water ingress into fuel storage tanks among employees. This includes routine inspections of fuel tanks in accordance with established checklists, as well as emergency response drills (e.g., flood scenarios). In addition, the Company continuously enhances employee capabilities through structured training programs under the Academy, implements station standard improvement initiatives (PTC Role Model Project), and conducts periodic inspections of pipelines and storage tanks on a regular basis.

2. In the case of incorrect fuel dispensing

The Company regularly reviews employee knowledge and operational procedures, with supervision from station managers, alongside periodic reviews of relevant standards. Root cause investigations are conducted to identify underlying issues and determine appropriate corrective measures. In this regard, the Company has implemented the SMART EDC system to enhance accuracy control, record incidents, and support product recall processes. Data is also utilized for analysis to continuously prevent recurrence.

International Standards Achieved

PTG Energy Public Company Limited and its affiliated companies operate their businesses in accordance with internationally recognized standards to strengthen corporate governance, risk management, and long-term sustainable business operations. The Group places strong emphasis on continuously enhancing its operational processes to align with globally accepted standards.

The oil depot group and the head office group have been certified under ISO 9001:2015 (Quality Management System), ISO 14001:2015 (Environmental Management System), and ISO 45001:2018 (Occupational Health and Safety Management System), covering systematic and ongoing management of quality, environmental, and occupational health and safety aspects.

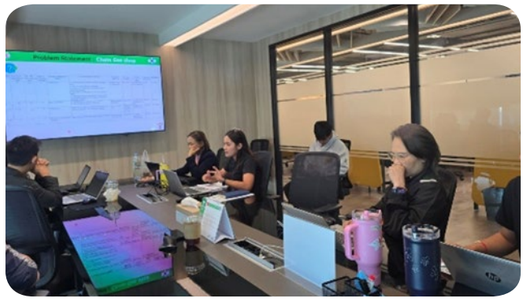
PTG Logistics Company Limited, which provides domestic fuel, gas, and petroleum product handling and transportation services, has been certified under ISO 9001:2015 and ISO 39001:2012 (Road Traffic Safety Management System). These certifications support service quality enhancement alongside effective transportation safety management.

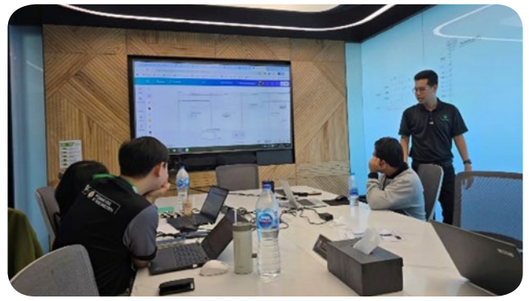
Internal Training on Quality Management System (QMS)

The Company places strong emphasis on continuously enhancing employee capabilities in Quality Management Systems (QMS) to strengthen corporate governance, risk management, and operational improvement. Accordingly, the Company provides training programs aligned with international standards such as ISO 9001, ISO 14001, and ISO 45001, as well as Internal Audit and Lead Auditor courses, to develop employees' knowledge, understanding, and competencies in auditing, assessment, and systematic system improvement.

In parallel, the Company has developed internal expertise in the SCOR Model to enhance supply chain management performance across all dimensions, including processes, performance, and risk management. Lifelong learning is further promoted through the LONG LEARN DO platform, which covers content on Total Quality Management (TQM), systematic problem-solving, and analytical thinking skills.

In addition, the Company provides training in Kaizen, Lean Six Sigma, Process Safety Management (PSM), Food Safety, and Workflow system usage to cultivate a culture of continuous improvement, enhance operational efficiency, and support the creation of sustainable long-term value for the organization.





Incidents of Non-compliance Related to Health and Safety Impacts of Products and Services

During the reporting period, the Company did not identify any incidents of non-compliance that resulted in significant impacts on consumer health and safety arising from the use of the Company's products and services.

Nevertheless, the Company continues to strictly control the quality and safety of its products and services in accordance with established standards, supported by continuous monitoring, inspection, and risk management systems throughout the supply chain, in order to prevent and mitigate potential risks in the future.

No incidents of non-compliance were identified.

Customer Relationship Management and Responsibility

Commitment

“ The Company is committed to fostering long-term customer satisfaction and trust through high standards of service quality and accountability, with the aim of building positive and sustainable relationships across all service channels”

Stakeholder Impact

Effective customer relationship management and accountability are central to sustainable business operations, as customers are key stakeholders influencing long-term trust and growth. The Company prioritizes understanding and responding to customer needs appropriately and efficiently to build continuous trust and satisfaction. Strong customer relationships also foster collaboration with partners and distributors, creating shared value and future business opportunities. This approach generates positive outcomes for all stakeholder groups and enhances the Company’s overall corporate reputation.

Business Impact

Managing customer relationships and demonstrating accountability directly contribute to long-term business success and sustainability. Delivering services that consistently meet customer needs strengthens satisfaction, trust, and brand loyalty while reducing complaints and customer attrition. Customer insights are leveraged to improve products and services, ensuring closer alignment with market demands. This supports customer retention alongside new customer acquisition, stabilizes revenue, enhances corporate image, and strengthens the Company’s sustainable competitive advantage.

Performance Against Targets

Franchisee customer satisfaction

Customer satisfaction at gas stations

Management Approach

The Company systematically manages customer relationships by focusing on the design and development of high-quality, safe, and fair products and services tailored to the needs of each customer segment. At the same time, it maintains diverse communication channels to ensure convenient, prompt, and timely responses. The Company places strong emphasis on listening to customer feedback, complaints, and suggestions, using such insights to analyze and continuously improve its operations. All actions are carried out with transparency and in compliance with applicable data protection laws. In addition, the Company integrates social and environmental responsibility into its business operations, such as efficient resource utilization, waste reduction, and creating shared value with communities, to enhance customer experience and strengthen long-term trust and confidence.

Customer Experience and Satisfaction Management

Personalized Experience Delivery

Customer Data Collection and Analysis

Collecting and analyzing the behavior of over 25 million members to segment customers and gain deep insights into the specific needs of each group.

Personalized Experience Design

Designing tailored offers and benefits, such as behavior-based promotions, birthday specials, and bonus points based on service usage frequency.

Integration Across the PTG Ecosystem

Connecting data from oil and non-oil businesses to deliver benefits across the PTG Group and its partners, aligned with each customer's lifestyle and behavior.

Personalized Communication

Delivering offers and service information through preferred customer channels, such as the Max Me application, digital media, and other appropriate platforms based on individual preferences.

Feedback and Continuous Improvement

Gathering customer feedback via the Max Me application, call center, social media, and service stations to analyze and enhance the loyalty program, application features, and overall customer experience.

Sustainable Value Creation

Enhancing customer satisfaction and loyalty, reducing resource consumption through digital channels, and supporting the stable and sustainable growth of the Company's ecosystem.

Digital Communication

The Company systematically manages digital communications by developing and disseminating news, activities, and campaign content through online media to enhance awareness and engagement among members and the general public. This approach supports continuous market expansion and strengthens brand awareness, particularly as consumer behavior increasingly shifts toward digital platforms. The Company therefore prioritizes digital channels to consistently reach diverse target groups in alignment with their specific needs.

Currently, the Company utilizes social media platforms such as Facebook, LINE, its website, and mobile applications to share information and privileges, as well as to connect promptly with customers and stakeholders. This includes notifying customers, who have provided consent, of promotions and special offers. Digital channels also serve as platforms for customers to provide feedback, share suggestions, and receive timely responses to inquiries, complaints, or concerns.

Facebook

Website

Customers using the Max Me application

8.6%

Product and service sale revenue obtained through the Max Me application

0.21%

Maxme

Customer Retention

The Company places strong emphasis on building and maintaining long-term customer relationships by developing the PT Max Card membership program as a key mechanism for customer retention, alongside continuous service quality enhancement. With more than 25 million members, PT Max Card reflects strong consumer trust and serves as a valuable database for delivering services aligned with customer needs.

Advanced data analytics are applied to understand members' service usage behavior, enabling the design of targeted privileges, promotions, and offers tailored to each customer segment, encouraging repeat usage. The Max Me application has also been developed as a centralized platform providing access to PTG Group services, including fuel stations, Punthai Coffee, Max Mart convenience stores, and e-wallet payment services. This integration enhances convenience, strengthens customer engagement, and supports ongoing repeat visits.

In addition, the Company expands partnerships with leading brands to enhance the value and redemption opportunities of Max Points, catering to diverse customer lifestyles. Partners include Grab, Lazada, McDonald's, Mister Donut, SF Cinema, Major Cineplex, Autobacs, Whoscall, as well as travel and insurance businesses. These initiatives help retain existing customers, increase satisfaction and loyalty, reduce customer acquisition costs, and support the sustainable growth of a responsible and value-driven service ecosystem.

Max Card

A basic membership card for general customers. It allows members to collect Max Points from fuel purchases and services within the PTG Group, while enjoying benefits and promotions offered through company campaigns. It serves as the entry point to the Company's service ecosystem and enables access to other services within the ecosystem.

Max Card Plus

An annual membership card designed to deliver maximum value for frequent customers. Members can select and customize benefits to match their lifestyle and service usage behavior. Benefits include fuel discounts, coffee shop and convenience store privileges, car care services, affiliated retail outlets, and a wide range of partner offers, with total benefits valued at over 12,000 baht per year.

Max Card Plus EV

An annual membership card specially designed for electric vehicle (EV) users. It enhances confidence in EV living with benefits tailored to mobility needs and lifestyle preferences. Members receive discounts and exclusive offers from PT-affiliated businesses and partner brands, covering EV charging, travel, car care, and everyday lifestyle services. The total value of benefits exceeds 12,000 baht per year.

In addition, the Company implements customer retention strategies by continuously offering exclusive privileges and engagement activities for members. During the New Year festival, the "PT Happy New Year 2026" campaign was launched, providing E-Code gifts to Max Card members who accumulated points through the Max Me application. The privileges covered both oil and non-oil businesses, including beverages and food from affiliated outlets, discounts on fuel and automotive gas, LPG services, and car care services from partner networks. These initiatives enhance value for money, create positive customer experiences, and continuously strengthen the bond between customers and the brand.

New Customer Acquisition

The Company actively promotes new memberships and renewals of PT Max Card Plus and Max Card Plus EV to expand its customer base and encourage participation in the membership ecosystem. Special reward points are offered to customers who apply for new memberships or renew under specified conditions, enhancing value and long-term engagement incentives. For example, membership validity is extended from 12 to 15 months during promotional periods to encourage early adoption and continued use within the Company's ecosystem, fostering stronger engagement and sustained service utilization.

In addition, the Company focuses on expanding its customer base among transport and logistics operators through the development of **Max Fleet Connect**, a membership card and fuel cost management platform designed for entrepreneurs and organizations of all sizes, both individuals and juristic entities. The platform provides systematic fuel expense control tailored to corporate needs.

Max Fleet Connect

Max Fleet Connect enhances management efficiency through real-time usage data and electronic tax invoice (e-Tax) integration, with no application or annual fees. This reduces operational costs, improves transparency in expense verification, and broadens access to fuel management solutions for new business operators. Cardholders also earn reward points from every fuel purchase, redeemable for discounts and various privileges, and gain access

Max Camp

nationwide rest areas and facilities supporting drivers and truck operators.

PT Service Volunteer 2025 Project

The PT Service Volunteer 2025 project was organized for the fifth consecutive year, taking place every Saturday from 8.00 a.m. to 12.00 p.m. throughout July-August 2025. The initiative was carried out on a voluntary basis, with head office employees supporting forecourt staff at fuel and LPG stations across Bangkok and its metropolitan area, covering a total of **215 stations.** Participation reached **the target of 400 volunteers.**

Beyond assisting with refueling services, volunteers also helped clean vehicle windows, maintain service area cleanliness, and collect waste within the stations. These efforts reflected the Company's commitment to service quality, cleanliness, and safety. The initiative enhanced customer convenience and satisfaction, creating a warm and attentive experience that strengthened long-term brand trust and engagement.

The project outcomes reflect significant success in enhancing the customer experience. Satisfaction among participating employees was rated at a good level or higher, accounting for **98.77%.** At the same time, the Company achieved tangible growth in its new customer base. The number of Max Card Plus members from previously non-member customers increased by **15.92%** following the campaign. In addition, average Saturday fuel sales during July-August 2025 rose by more than **50,000 liters** in total.

The project reflects the long-term value of cultivating a strong service culture by fostering service awareness among employees at all levels to consistently deliver positive customer experiences and strengthen customer engagement. It also created meaningful impressions by offering thoughtfully selected community products, such as butter-baked purple and yellow sweet potato snacks and salted eggs, carefully sourced by the Company in collaboration with local producers.

Achievement Award

The PT Service Volunteer Project received the Product of the Year 2025 Award in the Automotive-Energy & Oil category (Fuel Service Station).

This recognition underscores the Company's commitment to elevating service standards and creating heartfelt customer experiences, leading to sustainable customer retention and new customer acquisition.

Customer Satisfaction Assessment

The Company has established a dedicated working team to assess customer satisfaction across all business units. Satisfaction surveys are conducted at least once a year using electronic questionnaires distributed at service points. The assessment framework is divided into two main groups:

1. Retail Customers at Fuel Service Stations: Customer satisfaction is evaluated after service completion and point accumulation transactions. Electronic survey forms are subsequently sent to customers who have used the service.

2. Franchise Customers: Satisfaction surveys are conducted among fuel station operators (franchisees), focusing on the quality of support services provided by the Company's departments. The evaluation covers areas such as fuel transportation, depot services, and accounting support, among others.

Topic	Target		Performance		
	2025	2027	2023	2024	2025
Franchisee customer satisfaction	80%	90%	82.24%	82.40%	87.3%
Percentage of total respondents	80%	-	62.00	61.50	32%
Customer satisfaction at gas stations	80%	90%	93.10%	93.85	94.2%
Percentage of total respondents	80%	-	93.05	91.00	90.05%

Note: Customer satisfaction for fuel service station users is calculated based on the average satisfaction scores across business units operating within the station, including PT fuel stations under Petroleum Thai Corporation Company Limited, Olympus Company Limited, Punthai Coffee Company Limited, GFA Corporation (Thailand) Company Limited, Max Mart convenience stores under Petroleum Thai Corporation Company Limited, and Siam Autobacs Company Limited.

Improvement of Performance to Enhance Customer Satisfaction

The Company is committed to enhancing customer satisfaction through continuous service quality improvement, effective complaint management, and active customer feedback collection via multiple channels, including digital platforms and social media. Insights gathered are systematically analyzed and applied to improve operations and service standards.

The Max Me application is continuously developed as an integrated platform to better meet customer needs, enhance user experience, and strengthen long-term engagement. Targeted promotional campaigns, transparent and timely communication of product and service information, and strict compliance with personal data protection policies further reinforce customer trust and support sustainable customer base growth.

Product and Service Complaint Management

Customer Complaint Channels

PTG Group provides multiple accessible channels for customers and consumers to submit complaints and suggestions. These include the PT Contact Center (Tel. 1614), email at customer_service@maxme.co.th, the “PT Station” Facebook fan page, and the Max Me application. In 2025, the Company summarized customer complaint data as follows:

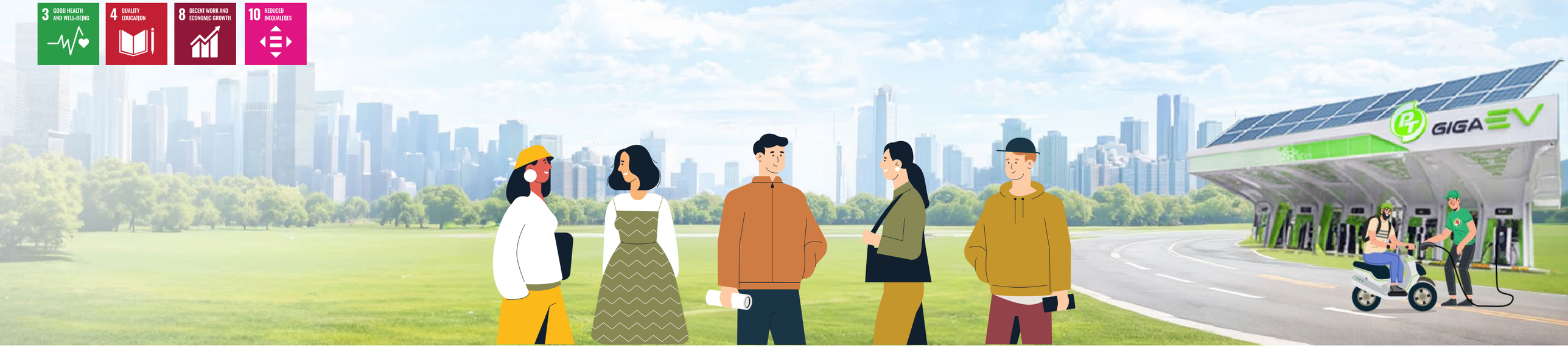
Issue	Complainant	2023	2024	2025
Number of significant complaints concerning customer privacy violations and customer data loss (cases)	Reported by external parties and verified by the organization	0	0	0
	Regulatory authorities*	0	0	0
Number of incidents involving customer data breaches, theft, and loss (cases)		0	0	0

Note: Regulatory authorities which are government agencies or independent bodies established by law.

Process for Responding to Product Quality Complaints

The Company is committed to handling customer complaints and feedback responsibly to strengthen trust and effectively address customer concerns. Strict measures are in place to protect personal data and prevent any misuse of complaint-related information. Multiple modern channels, including the Max Me application, have been developed to ensure convenient and accessible complaint submission. Upon receiving a complaint, the Company conducts a thorough, careful, and impartial investigation to verify the facts. Appropriate corrective actions are determined according to the severity and nature of each case to ensure timely resolution. Complaint data is systematically recorded, monitored, and analyzed to identify root causes, improve operational processes, and prevent recurrence in the future.

Human Resource Management



Commitment

"The Company firmly believes that developing employees' potential, alongside enhancing their quality of life and organizational engagement, **forms the foundation of sustainable growth.** We are committed to creating a supportive and inclusive work environment where everyone has the opportunity to learn, grow, and move forward together."

Stakeholder Impact

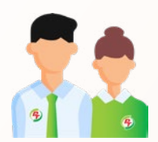
Effective human resource management enhances employees' capabilities and performance, enabling the Company to deliver high-quality services and better meet customer needs. It also creates employment opportunities within communities, improving quality of life and supporting local economic development. This reflects the Company's commitment to generating value for employees, customers, and society as a whole.

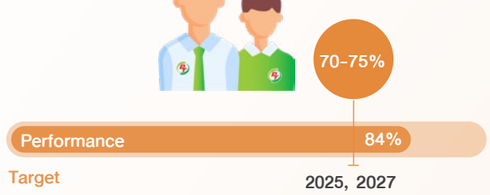
Business Impact

Efficient human resource management strengthens the Company's competitive advantage by maintaining consistent service quality and customer satisfaction. It reduces the risk of losing high-potential employees, which could otherwise lead to increased recruitment and training costs as well as the loss of critical organizational knowledge. As a result, the business achieves greater stability and sustainable long-term growth.

Performance Against Targets

Employee engagement level





Average number of personnel trainings

Management Approach

The Company is committed to managing human resources with fairness, transparency, and respect for the equal value of all employees. Emphasis is placed on comprehensive recruitment, development, and employee care, including appropriate compensation and benefits, workplace safety, and a positive working environment, as well as opportunities for continuous learning and career advancement. The Company promotes its “Do Your BEST” core values to foster engagement, pride, and motivation among employees. By creating a supportive and empowering workplace, the Company enables employees to perform at their full potential and grow sustainably alongside the organization.

Labor Management

Recruitment and Workforce Planning

The Company places strong emphasis on systematic human resource management to align with business direction and the evolving work environment. It focuses on attracting, selecting, and retaining capable individuals who meet the organization’s long-term needs.

1. Recruitment and Selection

The Company continuously enhances its recruitment process to ensure agility and modernization by leveraging information technology and digital systems. Artificial Intelligence (AI) is utilized for preliminary candidate screening to match qualifications and competencies with job requirements systematically. This improves efficiency, shortens recruitment timelines, and reduces subjective bias. All recruitment activities are conducted in strict compliance with personal data protection laws.

2. Workforce Planning and Turnover Management

Annual workforce planning is conducted in alignment with business goals and strategies through collaboration between Human Resources, in its role as HR Business Partner (HRBP), and business leaders. This ensures appropriate workforce structure and capacity. Employee data is regularly monitored and analyzed to support succession planning, internal talent development, and long-term turnover risk mitigation. The Company also implements a structured Succession Plan by identifying critical positions, selecting high-potential employees, and continuously developing their readiness in collaboration with relevant executives and departments. Flexible working arrangements and a supportive work environment are promoted to enhance learning, growth, work-life quality, and overall employee engagement.

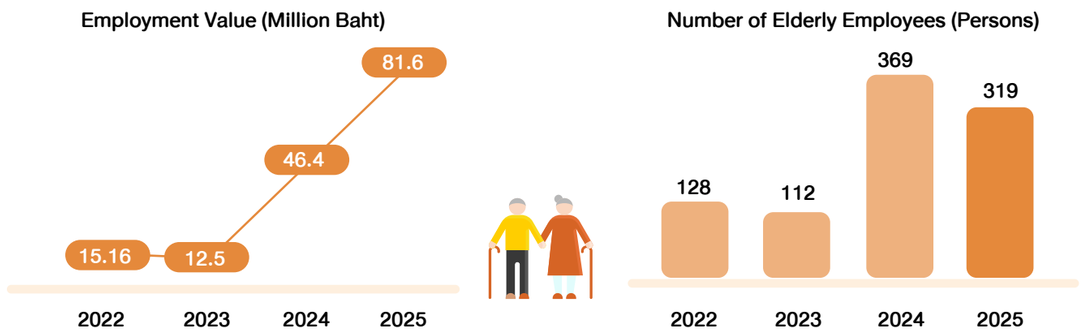
Indicators	2024	2025
Recruitment goal (PTG Group)	21,491	26,960
Numbers of recruited employees (PTG Group)	23,679	29,662
Proportion of employee growth	18.4% (compared to 2023)	29.2 % (compared to 2024)

Employment of Vulnerable Groups

Employment of the Elderly

The Company promotes the employment of elderly individuals, recognizing their potential, experience, and value to both the organization and society. Suitable roles are provided, such as forecourt staff at fuel stations, along with post-retirement employment extensions. Initiatives such as the “Punthai Senior Project” create opportunities for seniors to remain employed. This approach enhances income, dignity, and quality of life for the elderly, reflecting the Company’s commitment to supporting an aging society and sustainable development.

Elderly Employment Program



Employment of Persons with Disabilities

The Company fully complies with legal requirements under Sections 33 and 35 regarding the employment and empowerment of persons with disabilities. Opportunities are provided both within Company premises, such as forecourt and office positions, and through service outsourcing and vocational development programs in collaboration with partner networks. Progress and related activities are regularly communicated to reflect the Company’s commitment to inclusive, equitable employment and strict legal compliance.

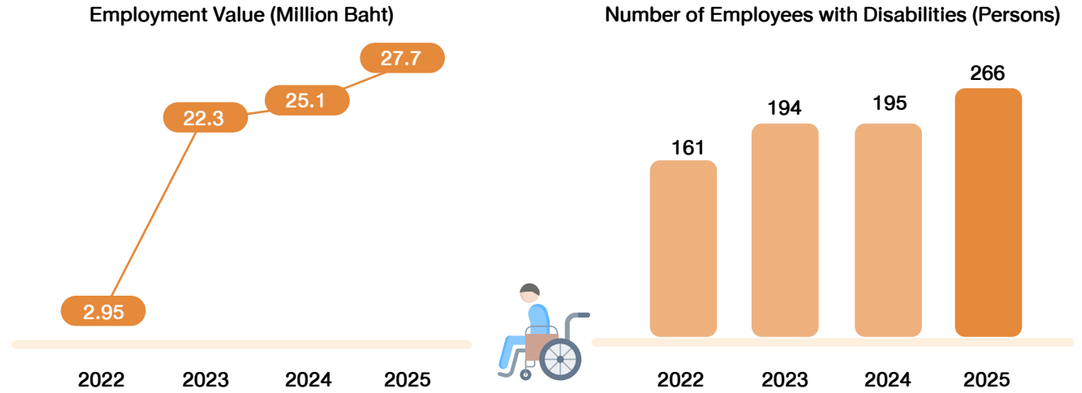
Employment under Section 33

The Company employs persons with disabilities in key positions such as fuel station forecourt staff and office personnel. The employees have mobility impairments and are provided with appropriate workplace accommodations to ensure safe, effective, and equitable performance. This initiative reflects the Company’s commitment to inclusive employment and sustainable workplace equality.

Employment under Section 35

The Company supports service outsourcing through the Social Innovation Foundation to create sustainable employment opportunities. Key roles include data entry, general service support, cleaning services, teacher assistants, and environmental rehabilitation. In addition, in collaboration with the Eastern Association of Disabilities, the Company implements the “Garment Tailoring Training Program” to enhance vocational skills, promote self-reliance, and prepare participants for independent careers or home-based work, advancing equality, social inclusion, and long-term sustainable development through career opportunities and a better quality of life in the long run.

Employment Program for Persons with Disabilities



Building Organizational Culture

The Company strives to cultivate an organizational culture that aligns employees’ behaviors and ways of working with its long-term strategic goals. Through continuous communication and targeted engagement activities, it fosters a positive work environment that supports overall organizational success and aligns with its vision to “connect everyone to opportunities for a better quality of life at every stage of life.” To embed this culture across all levels, the Company has established the core values “BEST” as guiding principles for employees, from onboarding and leadership development programs to knowledge-sharing activities and employee recognition through the BEST Awards, ensuring tangible and sustainable cultural transformation.

“ Do Your BEST ”

B

Breakthrough the Limit
Challenge limitations, think boldly, act courageously, and overcome obstacles with creativity.

E

Embrace Empathy
Understand and care for others, listening to every need with respect.

S

Succeed Together
Collaborate, connect value, and achieve success together.

T

Cultivate Trust
Build and sustain mutual trust consistently and authentically.

Employee Engagement Assessment

The Company places strong emphasis on fostering employee engagement to better understand employees' needs and continuously enhance related programs and activities. Employee engagement and satisfaction are assessed annually through an online survey accessible via corporate email and QR code scanning on computers or smartphones. A six-level rating scale is applied, covering key topics such as corporate reputation, development opportunities, workplace safety, relationships with supervisors, and work support resources. The assessment framework consists of four main areas:

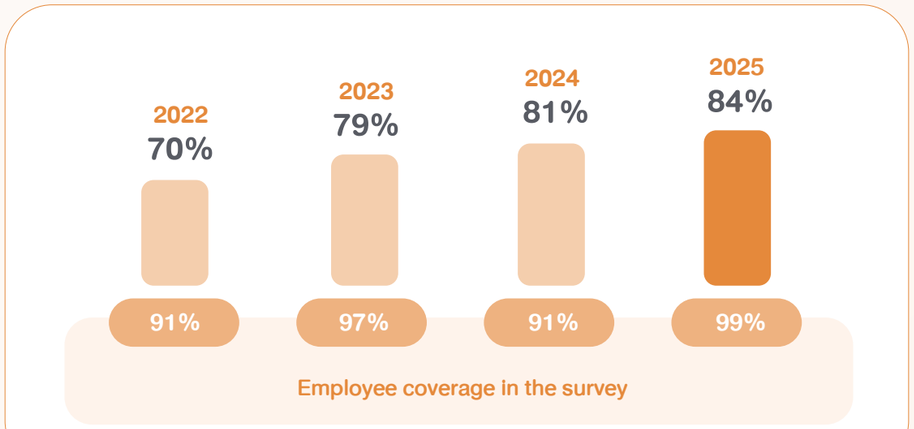
1) Employee Engagement Survey: This behavioral-based survey evaluates employees' job satisfaction based on their actual experiences across various dimensions, including corporate values, organizational reputation, development opportunities, infrastructure, and resources. High engagement levels contribute positively to talent retention, organizational effectiveness, customer satisfaction, and overall business performance.

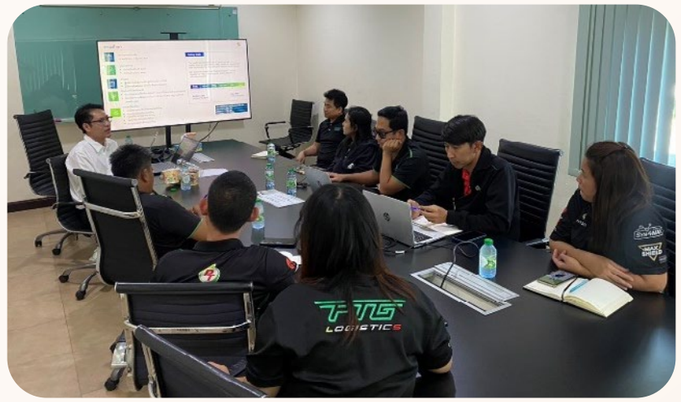
2) Job Meaning and Goal Clarity: This assessment measures employees' understanding of their roles, the clarity of organizational goals, and the perceived significance of their work. Employees who recognize the connection between their roles and organizational objectives tend to demonstrate stronger motivation and higher performance.

3) Employee Happiness Survey: The Company evaluates workplace happiness through employees' experiences, including relationships with supervisors and colleagues, workplace safety, and the adequacy of infrastructure and benefits. The goal is to cultivate a supportive work environment that promotes sustained satisfaction and well-being.

4) Workplace Stress Assessment: The Company assesses stress levels related to workload, work-life balance, and access to support resources. The findings are used to reduce workplace pressure and improve overall working conditions.

Employee Engagement Assessment Results for 2025





The Company conducts the assessment through the system of Mercer, which collects the survey results and provides advisory services based on the outcomes. The results are analyzed and summarized across key dimensions, such as the Top 3 strengths, Bottom 3 areas for improvement, and Focus Areas, which serve as guidance for further development.

In addition, the Employee Engagement team organizes Engagement Workshops with various departments across the organization to explore employees' needs, feedback, and challenges encountered in the workplace. The insights gathered are further analyzed to identify root causes, which are then used to design appropriate activities and initiatives aimed at enhancing the overall employee experience.

Employee Development and Training

Approach to Knowledge and Capability Development

The Company is committed to enhancing the capabilities of employees at all levels, from operational staff to executives. Development is guided by a Role-Based Competency framework, focusing on skill growth aligned with each position's core competencies. Tailored learning programs are designed to strengthen capabilities and support long-term organizational competitiveness. A blended learning approach, both online and offline, is adopted to ensure employees are well-equipped to meet evolving business challenges. Learning formats include classroom training, practical workshops, virtual training, multimedia e-Learning, On-the-Job Training (OJT), cross-functional project-based assignments, and action learning. Structured Learning Paths are developed to suit different roles and business contexts, covering executives, senior managers, and department-level employees.

Executive Development (Department Manager Level and Above)

The Company develops executives as future leaders to support growth in a rapidly changing and complex business environment. Leaders are expected to manage cross-functional collaboration, integrate diverse perspectives, and drive shared organizational goals. Executives undergo 360-degree assessments to evaluate strengths and development areas. The results are used to create Individual Development Plans (IDPs), requiring at least two key development priorities with clearly defined learning programs or methods to strengthen leadership capability and ensure sustainable organizational advancement.

Department Manager Level or Equivalent

The Company emphasizes leadership capabilities at each managerial level, along with professional skills, modern working methods, and organizational sustainability competencies. The PT Core Program focuses on analytical thinking and planning skills to enhance both business operations and people management-key foundations of the Company's workforce. Managers are encouraged to identify root causes of issues and apply data-driven approaches to problem-solving and decision-making. Emphasis is also placed on work planning, task management, people management, and time management, as well as openness to feedback to foster continuous improvement and motivate team members. In addition, dedicated development programs for Area Managers and Regional Managers are implemented to ensure standardized operational practices nationwide. The Company also supports operational teams in delivering improved performance and innovation.

Operational Level

For operational employees, the Company focuses on strengthening sales skills, service excellence, and compliance with station and branch operational standards through practical training and On-the-Job Training (OJT). Training also covers personal data protection laws, data analytics, digital skills, and process improvement. These initiatives equip employees at all levels with essential competencies and enhance readiness to adapt to emergencies, crises, or future changes. The PT Core Program further emphasizes effective communication, particularly in operational roles, to ensure accurate and timely reporting for informed decision-making. Employees are also trained in managing diverse tasks efficiently to meet business performance targets and deliver high levels of customer satisfaction.

Training Program Details

The Company implements the Digital Learning Experience initiative to enhance employee capability through diverse and flexible learning approaches. By integrating digital learning systems with traditional formats under a blended learning model, the program strengthens functional competencies in alignment with employees' roles and responsibilities. Competency Learning Paths Based on Role have been developed, covering all 19 job families and sub-job families, to support knowledge and skill development from foundational to advanced levels appropriate to each position.

In addition, the Company promotes self-directed learning through the Pick & Play program, which allows employees at all levels to freely select learning content aligned with their interests and career goals without limitations on format or timing. This approach supports continuous capability development while fostering a culture of lifelong learning and reinforcing the Company's commitment to becoming a learning organization. The program is accessible to all employee groups, including executives, permanent employees, contract employees, and part-time staff. Training courses are categorized into key areas as follows:

Leadership Development Program

PTG Group systematically develops leadership capabilities to cultivate leaders who are well-prepared to support long-term organizational growth and transformation. Key programs include the Talent Transform Mastery Program and Future-Ready Leaders Development Program, which strengthen leadership capabilities, strategic management skills, and succession planning to ensure leadership continuity. In addition, initiatives such as Leading Beyond Silo and Leading to Success: Strategy on Tour enhance cross-functional collaboration, foster synergy across business units, and align strategic execution throughout the organization.

Cultural Education

The Company promotes a strong organizational culture that supports collaboration, accountability, and employee engagement. Cultural education programs focus on instilling leadership mindset, effective communication, and goal alignment across teams to cultivate a cohesive and sustainable working environment.

Transition Program for Retiring and Terminated Employees

The Company places importance on systematically managing workforce transitions by preparing successors through structured talent development and next-generation leadership programs. This approach supports retirement transitions and workforce changes, reduces human capital risks, and ensures business continuity across the organization.

Digital Transition Program

The Company prepares its workforce, particularly senior executives, to navigate digital transformation through specialized training programs that enhance understanding and appropriate application of technology. These include programs such as Google AI for Executive – Gemini for Google Workspace, aimed at fostering awareness of responsible, secure, and well-governed use of artificial intelligence in alignment with good corporate governance principles.

In addition, the Company provides Risk Management Training for Executives to strengthen capabilities in identifying, assessing, and managing risks. This supports strategic decision-making, reinforces business resilience, and contributes to the organization's sustainable growth.

Outcomes of Employee Capability Development for Employees and the Business

The Company focuses on developing employee capabilities across two key dimensions: enhancing work-related skills (Skill Growth) and strengthening role-based competencies through functional and managerial skill programs. A Skill Assessment tool is utilized to measure competency levels before and after training.

From the evaluation of 198 assessed training programs, employees demonstrated an average skill improvement of 79%, reflecting the effectiveness of the program design and learning processes aligned with job roles and operational requirements.

Employees demonstrated an average skill improvement

79%

When analyzed by program category, Leadership, Functional, Common, and Onboarding programs showed particularly high levels of skill improvement. This highlights the programs' effectiveness in strengthening essential functional capabilities, managerial competencies, and job readiness at each stage of employees' career journeys.

Business Benefits from Executive and Employee Training

	Training Program / Course	Benefits to Executives and Employees	Benefits to the Business	Proportion of Program Training Hours to Total Training Hours (FTE)
Executive				
	Course: Risk Management Training for Executive **Objective:** To build awareness and understanding of risk management among senior executives, enabling them to identify strategic risks and incorporate them appropriately into decision-making processes.	Executives gain a comprehensive view of risks and make decisions with greater confidence.	Reduce the likelihood and impact of risks that may affect enterprise-wide business operations.	FTE = 0.02 Total program hours: 3 hours
	Course: Google AI for Executive - Gemini for Google Workspace **Objective:** To enhance executives' capabilities in utilizing Google AI (Gemini for Google Workspace) to improve work efficiency, decision-making, and management effectiveness in the digital era in an appropriate and secure manner.	Senior executives develop a clear understanding and appropriate perspective on the use of AI in the workplace and are able to apply it effectively in their leadership roles.	Increase the adoption rate of AI in executive management and decision-making, enhancing operational efficiency and driving long-term organizational performance.	FTE = 0.02 Total program hours: 3 hours
	Course: Talent Transform Mastery Program **Objective:** To develop high-potential executives to drive transformation, deliver business results, and grow sustainably as future leaders.	A pool of executives is developed and prepared to assume key roles and drive sustainable organizational growth.	Reduce the risk of critical position vacancies and tangibly improve talent readiness for critical roles.	FTE = 0.30 Total program hours: 60 hours
	Course: Leading Beyond Silo **Objective:** To cultivate leadership that connects people, perspectives, and goals in order to align the organization toward a unified direction.	Executives are able to work seamlessly across functions, gain a clear organizational overview, and effectively drive shared goals.	Foster leadership that connects people, perspectives, and goals to align the organization in a unified direction.	FTE = 0.01 Total program hours: 1.5 hours
	Course: Future-Ready Leaders Development Program **Objective:** To prepare future successors with strong leadership capabilities, strategic perspectives, and change management skills to support sustainable organizational growth and continuity.	The organization gains confidence in having ready successors who can assume critical roles and ensure smooth leadership transitions without disrupting business operations.	Build confidence in having capable successors ready to assume key roles, minimizing people-related risks and ensuring future business continuity.	FTE = 0.11 Total program hours: 22 hours
	Course: Leading to Success: Strategy on Tour **Objective:** To build a shared understanding of the organization's direction, strategy, and goals; align the roles of executives and teams; and drive the effective execution of strategy into tangible results.	Executives have a clear and aligned understanding of the organization's strategy and direction, and are able to effectively communicate and translate strategy into action.	Improve the effectiveness of translating strategy into action at the departmental level, reduce misalignment in strategic execution, and strengthen collaboration among executives.	FTE = 0.08 Total program hours: 15 hours

Business Benefits from Executive and Employee Training

	Training Program / Course	Benefits to Executives and Employees	Benefits to the Business	Proportion of Program Training Hours to Total Training Hours (FTE)
Employee				
	Course: Station Standards Program The Station Standards Program is designed to develop practical operational skills among frontline employees at service stations, enhancing functional skills that directly impact business performance. **Objectives:** • To enhance functional skills among operational-level employees • To establish standardized practices for branch and station operations • To ensure continuity and consistency in branch and station performance	Employees continuously develop technical and operational skills for branch and station operations through accessible training programs.	Enhances service standards and operational practices across service stations, ensuring consistent service quality, improving operational efficiency, and strengthening customer satisfaction and trust.	FTE = 0.083 Total program hours: 36 hours
	Course: Customer Handling The Customer Handling course is designed to enhance the readiness of operational staff to create positive impressions and respond promptly to customer needs. **Objectives:** • To develop customer service handling skills • To elevate service quality to genuinely meet customer expectations	Employees acquire customer handling skills and are well-prepared to respond promptly to customer needs.	Improves service quality and customer experience, helping to reduce customer complaints while increasing overall customer satisfaction.	FTE = 0.434 Total program hours: 6.9 hours
	Course: Complaint Handling The Complaint Handling course aims to strengthen service capabilities when facing customer complaints or immediate issues raised at service stations. **Objectives:** • To develop skills in handling complaints promptly and effectively during service delivery	Employees develop the ability to effectively manage customer complaints and address issues raised immediately at service stations.	Enables employees to handle complaints appropriately and in a timely manner, reducing conflicts and minimizing potential impacts on the Company's reputation.	FTE = 3 Total program hours: 24 hours
	Course: Product Presentation Techniques This course enhances the skills of operational staff in effectively presenting product benefits to customers. **Objectives:** • To improve employees' ability to present product benefits in alignment with customer needs	Employees enhance their skills in presenting product benefits in a way that impresses customers and aligns with their needs.	Enhances the effectiveness of presenting products and benefits that align with customer needs, creating opportunities to increase sales and generate additional revenue for service stations.	FTE = 0.20 Total program hours: 15 hours
	Course: 16-Step Fueling Procedure The 16-Step Fueling Procedure course is designed for operational-level employees. **Objectives:** • To standardize fueling procedures across all service stations and reduce the risk of fueling errors.	Employees are trained to perform standardized fueling procedures consistently across all service stations.	Reduces service errors and potential damages caused by incorrect fuel dispensing, minimizing corrective costs while reinforcing customer confidence in the service stations.	FTE = 0.33 Total program hours: 27 hours

The Company measures the effectiveness of its training budget utilization by calculating the Training Return on Investment (Training ROI) for programs that can be quantitatively assessed. The focus is placed on programs delivered by internal trainers as substitutes for external trainers, as well as programs that drive productivity improvement and process improvement.

From a total of 16 programs where Training ROI could be measured, the results indicate a high return on investment, with a total ROI of 9,134.29. This reflects the effectiveness of the Company's human capital development budget management and the value generated from enhancing employee capabilities.

In addition, the Company has established an Internal Expert House network to support knowledge transfer and reduce reliance on external trainers. In 2025, the Company had a total of 165 internal trainers, comprising:

Internal Expert House
ให้ผลตอบแทน
จากการลงทุน

1,733%

Additionally, there are **1,123 safety trainers,** who are station managers playing a key role in delivering safety-related knowledge and operational safety practices.

The expansion of internal trainers has significantly enhanced the Company's internal learning and development capabilities. Compared to the previous baseline, the development of the Internal Expert House generated an ROI of 1,733%, demonstrating the cost-effectiveness of structured talent development and efficient long-term training cost management.

Training to Support Industrial and Climate-Related Transitions

The Company places strong emphasis on developing employee capabilities to address industry transformation and climate-related challenges. Training programs focus on building climate-related skills to enhance employees' knowledge, competencies, and readiness to operate within the transition toward sustainability. These initiatives help improve operational efficiency, reduce environmental and regulatory risks, and strengthen the Company's long-term resilience. In 2025, the Company conducted Carbon Footprint training for operational staff to enhance understanding of greenhouse gas (GHG) accounting and emissions management, as well as ISO 14064-1 training to develop capabilities in GHG data management in line with international standards. Additionally, employees were encouraged to attend the "Fundamental Knowledge in ESG Finance and Accounting for Beginners" program to strengthen understanding of ESG-related finance and accounting, supporting sustainable business practices over the long term.

Performance Evaluation

The Company places strong emphasis on monitoring and enhancing employee performance through an annual performance appraisal process. This process provides clear and measurable performance outcomes, supported by structured feedback, coaching, and continuous improvement initiatives to ensure employees' capabilities are aligned with organizational goals.

Performance evaluation criteria are linked to both short- and long-term business strategies, covering financial metrics, non-financial indicators, and sustainability-related targets. Corporate goals are cascaded to the department and individual levels according to roles and responsibilities. In addition, behavioral competencies aligned with the Company's core values, "Do Your BEST," are assessed to strengthen organizational culture.

For executives at levels 9-14, the Company implements a 360-degree evaluation process, incorporating feedback from self-assessments, supervisors, peers, and subordinates. This comprehensive approach enables leaders to clearly identify strengths and areas for development, supporting effective executive capability enhancement.

Evaluation Categories	Evaluated Target Groups	Proportion of Evaluated Employees
Key Performance Indicator	Executives Employees	100%
Multidimensional Performance Appraisal (360-degree feedback)	Executives	100%

Remuneration and Benefits

Short-Term Incentives

The Company provides short-term incentive compensation to align employee performance with business objectives and support sustainable growth. These include:

Performance-based remuneration

Annual bonus

Performance awards

Incentives based on measurable outcomes such as loss control, service standards, sales generation, and branch expansion

All payments are made accurately and on time under clear, transparent, and auditable criteria, with due consideration to fairness, workplace safety, and business ethics. This approach strengthens employee motivation, engagement, and shared organizational success.

Long-Term Incentives

The Company offers long-term incentive programs to foster employee retention and align employees' interests with organizational growth, including:

Employee share purchase rights at a predetermined price

Provident fund

Health insurance coverage

Annual health check-ups

The Company also promotes wellness initiatives to support employees' long-term well-being and work capability. Compensation structures are regularly reviewed against market benchmarks and internal evaluations to ensure fairness and competitiveness under transparent governance and sustainable growth principles.

Gender Pay Ratio

Position	Gender Pay Ratio (Female to Male) for 2025 Average Female Employee Compensation : Average Male Employee Compensation
Senior Executives (Base Salary Only)	1.08
Senior Executives (Base Salary and Other Compensation)	1.11
Executives (Base Salary Only)	0.99
Executives (Base Salary and Other Compensation)	0.99
Employees	0.67

Employee Welfare Management

Benefits	Statutory Entitlements	Company-Provided Benefits
Maternity Leave (for female employees)	120	120
Paternity Leave	15	15
Public Holidays	13	18
Annual Leave	6	15
Personal Leave	3	7
Extended Childcare Leave (for female employees)	Not exceed 15 days (Receive 50% of salary during the leave period)	
Sick Leave	As entitled (with paid leave not exceeding 30 days)	
Marriage Leave	0	2
Bereavement Leave (for death of a family member)	0	3
Religious Leave	0	120 (with paid leave not exceeding 30 days)
Military Conscription Leave	As entitled (with paid leave not exceeding 60 days)	
Sterilization Leave	As entitled	
Training and Development Leave (as prescribed by law)	Not exceeding 30 days	
Unpaid Leave	0	Not exceeding 30 days

Employee Welfare and Benefits

The Company recognizes employees as key stakeholders and is committed to enhancing their quality of life, stability, and work-life balance. Comprehensive and equitable welfare and benefits programs are provided to support employee well-being while fostering sustainable organizational growth. These benefits are categorized as follows:

Employee Benefits

The Company provides benefits directly related to employees to enhance their stability and overall well-being. These include a provident fund, health insurance, annual health check-ups, access to an on-site infirmary, and 24-hour online medical consultations. Additional support includes debt management assistance, emergency financial aid, educational scholarships for skill development, as well as discounts on products and services from affiliated brands.

Work Conditions

The Company promotes flexible and modern working arrangements to enhance efficiency and employee engagement. Initiatives include a Hybrid Workplace model and Flexible Working Time, allowing employees to work from suitable locations as appropriate. Team collaboration models are designed based on trust and accountability. The Company also provides a healthy work environment, such as ergonomic workspaces, an on-site fitness room, and relaxation equipment to help relieve stress.

Family Benefits

Recognizing the importance of family in employees' lives, the Company supports family care during significant life stages. Benefits include special-rate health insurance for spouses and children, maternity leave, paternity leave, and designated lactation rooms and facilities. These initiatives promote diversity, equity, and inclusion (DEI) in the workplace.

All such benefits and employee care practices are implemented under principles of good governance, transparency, and compliance with labor laws. The Company continuously reviews and enhances these programs to build trust among employees and stakeholders while supporting sustainable long-term performance.

Outstanding Employee Welfare Programs

The Company is committed to developing employee benefits that support diverse lifestyles and enhance quality of life across all life stages, based on flexibility and employee engagement. Employees receive exclusive discounts from affiliated businesses, such as a 50% discount on coffee and a fuel discount of 1 baht per liter, up to 200 liters per month.

The Company supports educational advancement through its Employee Scholarship Program, covering vocational certificates, higher vocational diplomas, bachelor's through to doctoral degrees, while promoting lifelong learning for employees at all levels.

To encourage engagement, employees are awarded Max Points, which can be redeemed flexibly for products and privileges via the MaxMe application.

Flexible work arrangements, such as Work from Anywhere, are also supported to promote work-life balance.

In terms of health and well-being, employees have access to a fully equipped on-site gym and the "Health at Work" benefit, which includes telemedicine services with medical consultation and medication delivery without upfront payment.

Additionally, the PTG Better Me Challenge program continuously promotes healthy behaviors. These initiatives reflect the Company's commitment to holistic employee care and sustainable growth together.

Achievement Award

The Outstanding Labor Relations and Welfare Management Enterprise Award at the National Level for the 9th consecutive year.

This award is presented to organizations that demonstrate excellence in fair labor management practices, strong labor relations systems, and tangible efforts to enhance employees' quality of life and workplace safety. Receiving this prestigious recognition continuously reflects the strong commitment of PTG Energy Public Company Limited and Petroleum Thai Corporation Limited to sustainable human resource management and employee development.

Gold Winner: HR Asia Best Companies to Work for in Asia 2025 (5th Consecutive Year)

Receiving this award for the fifth consecutive year reflects the Company's strong commitment to enhancing employees' quality of work life under a corporate culture that values Diversity, Equity, and Inclusion (DEI). The Company fosters an inspiring and purpose-driven workplace and remains dedicated to continuous organizational development to ensure that every employee can grow and find meaning in their work. This aligns with the corporate vision of "Well-being and Contentedness" which emphasizes balance in both professional and personal life.

Employer Branding Award (2nd Consecutive Year)

This award represents another milestone of pride for the Company, highlighting its commitment to becoming more than just an employer, but "a workplace that everyone is proud of." Through clear communication of corporate identity and values, the Company strengthens employee engagement and promotes a meaningful employee experience across career development, personal growth, and quality of life. Under the "Well-being and Contentedness" vision, this recognition affirms the Company's capability in effective human resource management while continuously creating value for society and all stakeholders.

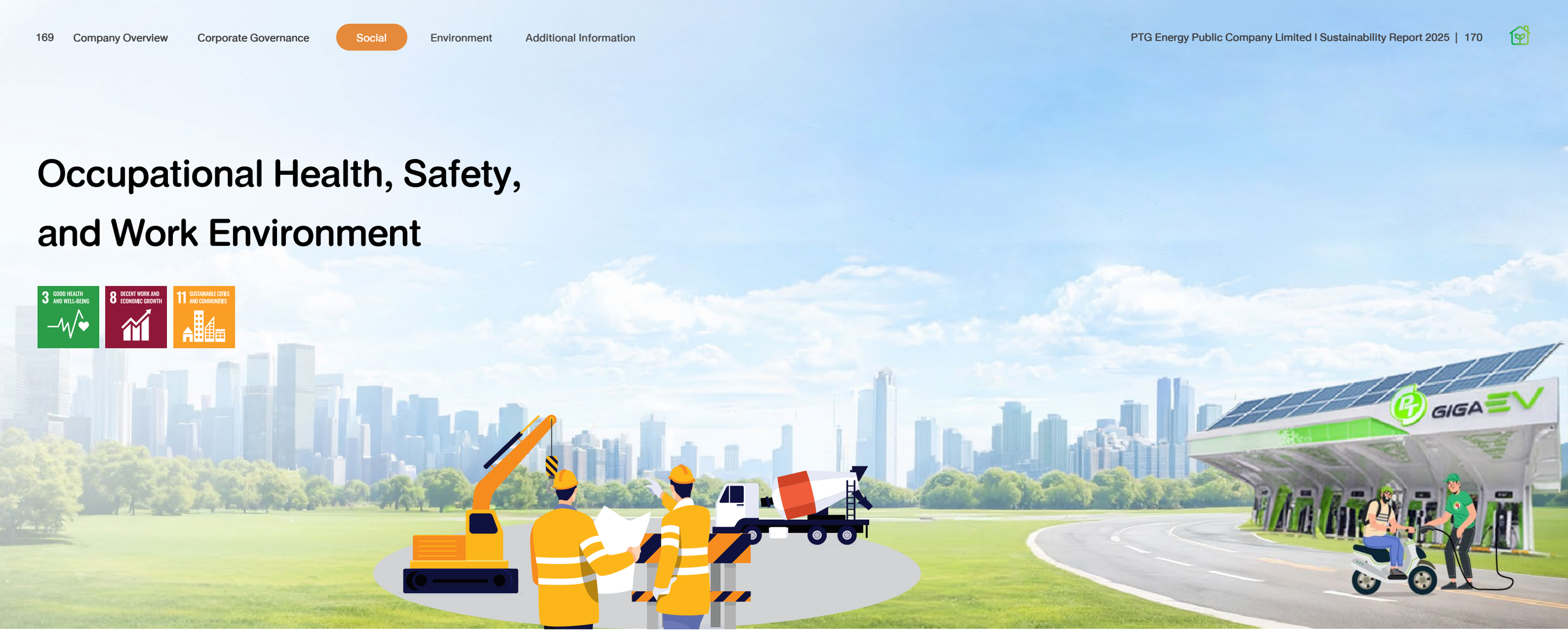
Thailand's Most Attractive Companies 2026

The Company was ranked 26th in the "QMAC: QGEN Thailand Most Attractive Companies 2026" survey, conducted by QGEN Consultant, a leading People & Organization consulting firm in Thailand. The survey gathered responses from 5,672 participants aged 20-40, who selected their top three most desirable employers via an online platform. This achievement reflects the strong confidence of the new generation in the Company as an organization that offers growth opportunities and prioritizes quality of work life.

2025 Mercer Best Employers Thailand

PTG Group, including PTG Energy Public Company Limited, Petroleum Thai Corporation Limited, and PTG Logistics Company Limited, received the 2025 Mercer Best Employers Thailand award at the Mercer Best Employers Recognitions 2025, organized by Mercer (Thailand) Limited. This recognition reflects the Group's excellence in human resource management, with a strong focus on holistic employee development, delivering a positive employee experience, fostering engagement, and driving sustainable organizational growth.

Occupational Health, Safety, and Work Environment



Commitment

"PTG Group is committed to fostering a strong safety culture as an integral part of everyone's daily work practices. Through the implementation of Safety Visible Leadership under the PTG SSHEMS framework, we strive toward our ultimate goal of achieving zero accidents."

Stakeholder Impact

The Company places importance on all stakeholder groups, including employees, contractors, customers, business partners, and surrounding communities, to ensure a safe working environment and minimize accident risks. Comprehensive safety measures are implemented across all operational processes, supported by continuous safety training and awareness programs. Risk assessments, inspections, and systematic monitoring are conducted on a regular basis. In addition, the Company provides channels for stakeholders to share safety-related feedback, which is used to enhance preventive measures and strengthen the safety management system in alignment with international standards, fostering trust and long-term sustainability.

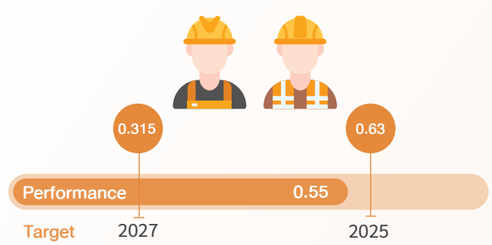
Business Impact

The safety of employees and assets is a critical factor in maintaining the stability of PTG Group. Unsafe incidents, such as accidents, injuries, or equipment damage, can disrupt operations, increase costs, and negatively affect the Company's reputation. Safety performance also directly influences stakeholder confidence. Therefore, the Company prioritizes cultivating a strong safety culture, investing in risk mitigation measures and technologies, and implementing a Business Continuity Plan (BCP) to ensure operational stability and long-term business resilience.

Performance Against Targets

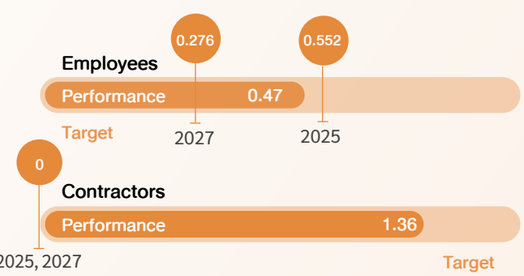
Total Recordable Injuries Rate (TRIR) of employees

Unit: Case per million man-hours worked



Lost Time Injury Frequency Rate (LTIFR) of employees and contractors

Unit: Case per million man-hours worked



Note: Scope covers PTG Energy Public Company Limited, Petroleum Thai Corporation Company Limited, GFA Corporation (Thailand) Company Limited, and Punthai Coffee Company Limited.

Management Approach

The Company has established policies on Quality, Security, Safety, Occupational Health, and Environment (SSHE) as a governance framework across the PTG Group. These policies are regularly reviewed by the SSHE Steering Committee to ensure alignment with evolving internal and external contexts. The **PTG SSHEMS** has been developed as the Group's core management system to standardize SSHE directions, standards, and processes across all subsidiaries. All PTG entities are required to implement this system, covering role and responsibility assignment, risk management, operational control, and systematic monitoring. The Company conducts internal audits at least once annually, alongside certifications and assessments under international standards such as ISO 9001, ISO 14001, and ISO 45001, to continuously enhance effectiveness and alignment with best practices.

Structure for Safety, Occupational Health, and Environmental Management

To effectively implement the PTG SSHEMS across the Group, the Company has established a five-level governance structure.

Management System and Zero Accident Goal

Corporate Safety, Occupational Health, and Environmental Management System

Under the Security, Safety, Occupational Health, and Environmental (SSHE) management framework of PTG SSHEMS, the Company has established a five-year development plan (2022–2026) to enhance management practices across the Group. The plan aims to achieve a holistic safety organization, covering the prevention of workplace accidents, transportation incidents, environmental impacts, and events that may lead to emergencies or crises.

In addition to the PTG SSHEMS framework, the Company has adopted relevant international standards, including:

- Integrated Management System standards **(ISO 9001, ISO 14001, and ISO 45001)** for oil depots and distribution centers
- Road Traffic Safety Management standard **(ISO 39001)** for transportation operations by PTG Logistics Company Limited.
- **Green Innovation Station** standards implemented by Petroleum Thai Corporation Company Limited.

Zero Accident Target

The Company has established a Zero Accident target, expanding beyond workplace injury prevention to a holistic safety approach:

Zero Accident at Work
Zero employee accidents resulting in hospitalization or higher (measured by the Total Recordable Injury Frequency Rate: TRIR).

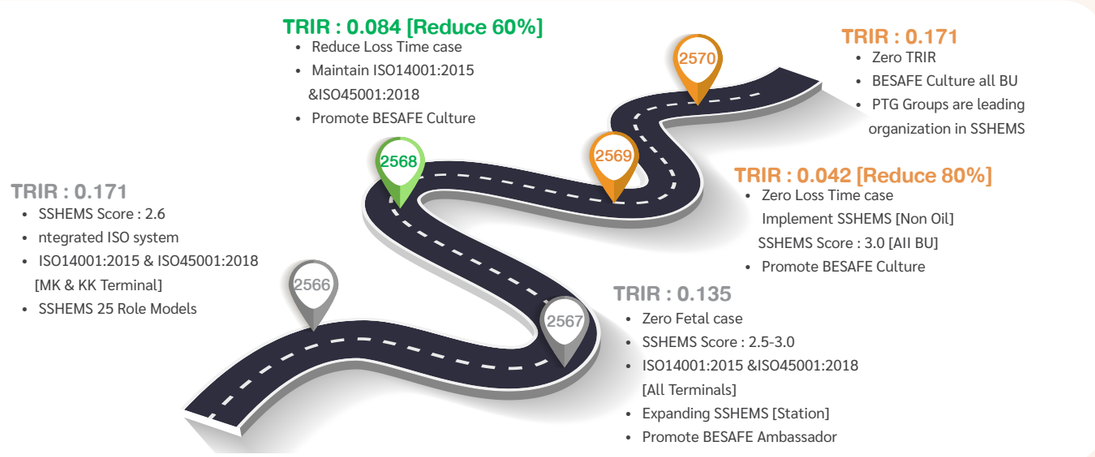
Zero Road Accident
Zero transportation-related accidents causing injuries that require medical treatment, calculated per 1,000,000 kilometers of product transportation.

Zero Environmental Claim
Zero written environmental complaints received.

Zero Security Event
Zero incidents affecting security and safety within operational areas.

To support the achievement of these goals, the Company continuously organizes engagement activities and monitors performance across all operational sites, requiring each location to strive toward achieving the "4 Zero" targets. Sites that successfully meet these objectives are recognized and honored at the annual BESAFE Award ceremony.

SSHEMS Roadmap



0 Accident

From 2022–2025, the Company successfully maintained zero accidents and incidents across all four categories at its oil depot operational sites, reflecting the effectiveness of the PTG SSHEMS framework.
The Company remains committed to continuously enhancing the PTG SSHEMS to achieve its holistic Zero Accident goal and to strengthen long-term business stability and sustainability.

Safety, Occupational Health, and Environmental Culture (BESAFE)

The Company has established a unified safety culture across the organization under the concept of **"BESAFE: Get Beyond Safety, Do Your BEST,"** aligned with the corporate BEST values. This framework embeds safety as an integral part of operations at all organizational levels. The BESAFE principles include:

BESAFE

GET BEYOND SAFETY DO YOUR BEST

B — Build up SSHE Culture to all Business Units without Limit

Foster a strong SSHE culture across all activities throughout the organization's value chain.

E — Engagement to all parties in SSHE Management

Encourage participation and shared responsibility in SSHE management among all stakeholders.

S — Stop if Unsafe

Immediately stop any operation when unsafe conditions or behaviors are identified.

A — Aware of SSHE Always, Think before Act

Maintain constant safety awareness and assess risks before taking action.

F — Full Compliance with Laws and Regulations

Strictly comply with applicable laws, standards, and regulations without exception.

E — Ensure Continuous Improvement

Commit to the continuous improvement and enhancement of SSHE management practices.

To ensure that employees at all levels can easily access, remember, and properly apply the Company's occupational health, safety, environmental, and energy policies, the Company actively promotes its safety culture through engagement at every level, as follows:

1) Management Level

The Company has appointed senior executives as "BESAFE Brand Ambassadors" to serve as role models in communicating safety concepts, practices, and behaviors in alignment with the BESAFE culture. Mr. Pitak Ratchakitprakarn leads this initiative. The communication is delivered through video media and disseminated via the Company's official social networks to ensure broad accessibility. All video episodes are incorporated into the Learning Pathway, a mandatory foundational course for all employees to systematically strengthen safety awareness and practices.

2) Business Unit Level

The Company organizes safety engagement activities under the campaign "Safety so Easy," aiming to help employees understand the importance of safety and effectively apply the BESAFE culture in their work. The initiative is driven by five key strategies:

System : Manage occupational health and safety under the PTG SSHEMS framework across the PTG Group.
Education : Provide safety learning tailored to employees at each level through structured Learning Pathways.
Enable : Apply appropriate technologies to enhance convenience and safety in operations.
Enhancement : Strengthen employees' safety knowledge, understanding, and skills through continuous activities.
Engagement : Foster employee participation in alignment with the organization's safety culture.

3) Employee Level

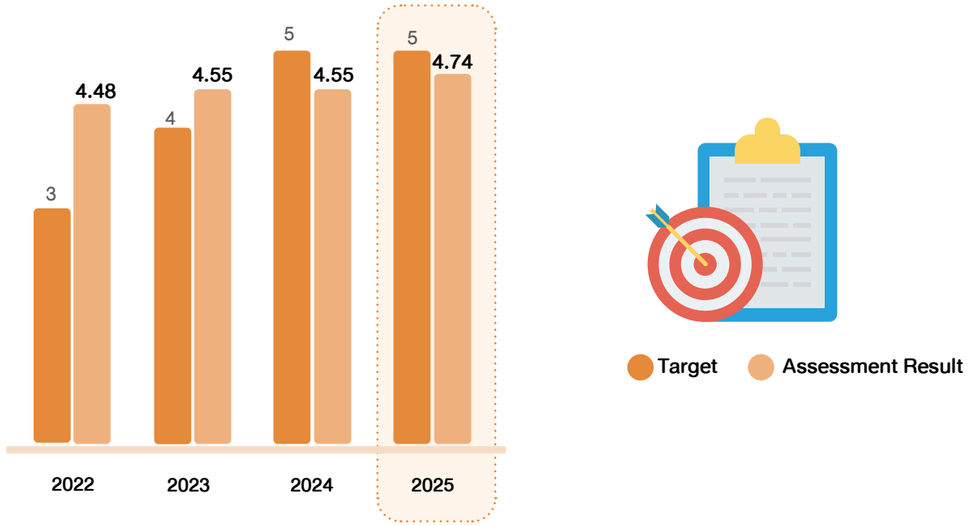
The Company encourages employees to remain vigilant about workplace hazards and empowers them to stop work when unsafe conditions are identified, under the principle "Aware of SSHE Always, Think Before Act." Key initiatives include:

- Safety Hunter Program: Encourages employees to proactively identify and report hazards in operational areas to enable systematic corrective actions and prevent escalation into serious incidents.
- Safety Terminal & Transport Award: A competitive program aimed at preventing four major incident categories—TRIR, MTAR, Environmental Claims, and Security Events, while promoting frontline employees as safety role models.

In addition, the Company presents the "The Best of BESAFE Awards" to recognize and honor employees, boost morale, and continuously reinforce the BESAFE safety culture across all levels of the organization.

Based on the implementation over the past year, the Company conducted an assessment of its organizational safety culture. The results indicated a continuous and significant increase in employees' awareness, understanding, and accessibility of the safety culture. This reflects the effectiveness of driving the "BESAFE" safety culture initiative. The assessment results demonstrate clear positive progress compared to the previous year and show that the organization is moving closer to its established safety culture targets.

Corporate Safety Culture Assessment Results



Assessment Results by Category vs. Target

Risk Assessment and Prevention

Identification of Work-Related Hazards (Risk Assessment)

The Company places strong emphasis on identifying work-related hazards through systematic risk assessments to effectively manage and prevent operational risks. Safety risk assessments are conducted at least annually, or whenever significant operational changes occur, to prevent accidents and continuously enhance workplace safety. This process is implemented under the Safety, Occupational Health, Environment, and Security Management System (PTG SSHEMS). The results of the risk assessment classify safety risks into four levels: Very High Risk, High Risk, Medium Risk, and Low Risk.

Risk Level	Description	Remarks
Very High (VH) 20–25	Unacceptable Risk – Operations must be suspended and corrective actions implemented immediately to reduce the risk.	Exceeding Risk Appetite
High (H) 10–16	High Risk – Actions must be taken to reduce and control the risk.	Exceeding Risk Appetite
Medium (M) 4–9	Moderate Risk – Measures must be implemented to control the risk.	Exceeding Risk Appetite
Low (L) 1–4	Acceptable Risk – Ongoing monitoring is required, and a risk and hazard register must be maintained.	Within Risk Appetite

Accordingly, the Company has established measures to assess and control risks comprehensively across all relevant dimensions, categorized into the following five key areas:

Occupational Safety Risk

Risk assessment is conducted in accordance with the Occupational Health and Safety Management System, ISO 45001.

Environmental Risk

Risk assessment is conducted in accordance with the Environmental Management System, ISO 14001.

Worker Health Risk

Health Risk Assessment (HRA) is conducted in accordance with the Ministry of Industry Notification No. 4439 (B.E. 2555 (A.D. 2012) on Health Risk Assessment from Chemical Exposure.

Security Risk

Risk assessment is conducted in accordance with API 780: Security Vulnerability Assessment.

Transportation Risk

Risk assessment is conducted in accordance with ISO 39001: Road Traffic Safety Management System.

After completing the risk assessment process, each operational area prioritizes identified risks based on Risk Priority principles to determine appropriate preventive and corrective measures. The Area Safety Committee is responsible for monitoring the progress of mitigation actions for significant risks and communicating relevant risk information to employees to ensure awareness and understanding. This process continues until all corrective actions have been fully implemented.

Safety Risk Assessment Results

From the assessment of safety, occupational health, and environmental risks and opportunities under the PTG SSHEMS framework, the results indicate that most identified risks fall within the Medium Risk level, with certain activities categorized as High Risk. The assessment findings have been systematically applied to establish and implement key risk management measures as follows:

Operational Area	Key Risk Issues	Overall Risk Level	Risk Management Measures
Oil Depots and Headquarters	• Working at heights	Moderate – High	• Provide safety training on working at heights • Establish control measures for working at heights (e.g., guardrails, safety harnesses) • Inspect work areas and equipment readiness prior to operations
Service Stations	• Motorcycle riding • Fuel dispensing operations	Moderate	• Provide safety training on driving regulations and develop safety awareness materials • Communicate safety measures within operational areas

The Company has established and implemented systematic safety, occupational health, and environmental measures to control risks, alongside continuous monitoring. Employee participation in risk management is actively promoted through the Safety Hunter program and the “Safety via Line” initiative, which encourage employees to identify, alert, and report risks within operational areas. The focus is placed on proactively managing Near Miss incidents before they escalate into serious accidents or losses. These efforts support the Company’s Zero Accident goal and long-term sustainable business operations.

Incident and Emergency Management

Investigation of Work-Related Accidents and Incidents, and Post-Incident Actions

Accident Report Flow
What to Do in Case of an Accident

When an Employee is Injured at Work

Notify the direct supervisor following the chain of command.

The supervisor will assess the situation and take the necessary actions.

Immediately contact the local hospital or emergency services to send the injured employee for medical treatment.

Contact the Safety Team to verbally report the incident **within 1 hour.**

Initial Accident Investigation via Telephone

Safety Contact Channels:

Notifying and Reporting:
- Supervisor
- Warehouse Manager
- Branch Manager
- Acting Personnel.

Incidents that Must be Reported within 1 Hour:
1. All departments are required to report incidents involving fires, explosions, or oil spills.
2. Oil and gas depots, the head office, packing plants, DC, and transportation departments must report any incidents without exception.
3. PTC, BPTG OLP, Gas Shop, Max Mart, PUN, GFA: In case of injury, provide detailed information and send the injured person to the hospital.

All cases, whether of employees, contractors, or customers, including minor injuries/first aid, near-miss incidents, property damage, theft, or natural disasters, must be reported **via email within 1 day.**

Complete the incident report and send it to Safety and HR via email (notify HR in case of injuries) or submit the incident report through the Kissflow system (for Oil and Gas Depots, Head Office, Gas Filling Plants, DC, and Transportation) within 1 day.

1. HR OLP, ATL
cb_atl@atlasenergy.co.th
2. HR PTG Group: PTG, PTC, PUN, GFA, GL, GS, PTGLG, MSS, MMC, MAX, MAC, etc.
payroll.hold@pt.co.th
or email the HR of the relevant Business Unit.
3. HR Autobacs:
yuttanakorn.ko@autobacs.co.th

File: Download the Incident Report template for reference.

Copy the text from Google Docs and paste it into the email to fill in the required details.

Prepare Forms GorThor. 16 and GorThor. 44, send them to the hospital and compensation fund. Additionally, prepare copies of Forms GorThor. 16 and GorThor. 44 and forward them to Safety by replying to the original email **within 1 day.**

Safety Email: safety@pt.co.th
Review and confirm the report **within 1 day.**

Conduct an accident investigation in collaboration with the chain of command.

Complete a Workplace Injury Report Form (SorPorRor. 5) and submit copies of an Injury Report Form (GorThor. 16) and an Employee Referral Form for Medical Treatment (GorThor. 44) to the government **within 7 days** from the incident date.

Note: If CCTV footage is required for investigation purposes, approval from the DPO must be obtained before using the footage to ensure compliance with PDPA regulations, which carry significant penalties. In urgent cases, use other available evidence for the investigation.

Safety and Environmental Department

Emergency Preparedness and Response

The Company places strong emphasis on workplace safety and has established a comprehensive emergency management system covering prevention, response, and post-incident recovery, as outlined below:

1. Risk Assessment and Identification of Key Risks: The Company reviews relevant laws, standards, and requirements related to safety, occupational health, and the environment. It also analyzes past accident and emergency statistics, along with area-specific risk assessments, to prioritize risks and improve emergency plans in line with current conditions.

2. Development of Emergency Plans: Site-specific emergency response plans are developed, covering preventive measures, response procedures, evacuation, relief, first aid, and recovery. The plans define levels of incident severity to ensure appropriate response actions, both on-site and with external support when necessary.

3. Resource and Personnel Allocation: The Company designates responsible personnel and clearly defines their roles and responsibilities. Safety equipment, personal protective equipment (PPE), and alarm systems are provided and regularly inspected to ensure readiness.

4. Communication and Training: Training programs are conducted to ensure that employees and contractors understand their roles, reporting procedures, and emergency response actions. Safety Data Sheets (SDS), PPE usage instructions, and safe work procedures are communicated accordingly. Relevant information is also shared with communities and stakeholders as appropriate.

5. Drills and System Testing: Emergency drills are conducted at least once a year at both departmental and organizational levels. Government agencies, local authorities, and fire departments are invited to participate to strengthen coordination and preparedness. Post-drill evaluations are carried out, and plans are revised based on recommendations.

6. Continuous Review and Improvement: Emergency plans are reviewed at least annually or following an actual incident. Revisions are based on drill outcomes, external recommendations, and legal requirements. Summary reports are prepared for management review and submission to relevant authorities.

Emergency Response in High-Rise Buildings and Crisis Communication

As the Company's headquarters is located in a high-rise building, special emphasis is placed on preparedness for earthquakes and fire incidents. A crisis communication plan has been developed through a **Call Tree** system to ensure rapid and comprehensive notification, employee safety checks, and command coordination. The Company also organizes seminars and conducts joint drills with building management and relevant government authorities. As a result, employees clearly understand their roles and responsibilities and are able to respond to emergency situations confidently and safely.

Promotion of a Safety Culture

Safety Promotion for Contractors and Business Partners

The approach to promoting safety among contractors and business partners, led by the Contractor Safety Inspection Department under the Safety and Environment Division, is implemented systematically and comprehensively across all stages of operations, as follows:

1. Pre-Work Communication of Requirements: For every project, a Terms of Reference (TOR) is prepared, clearly specifying safety requirements. A 100% Kick-off Meeting (KOM) is conducted with contractors prior to commencement to ensure that all parties fully understand and strictly comply with the Company's safety standards.

2. Pre-Work Safety Training: All contractors are required to complete safety training in accordance with the project plan before commencing actual operations. The Contractor Safety Inspection Department under the Safety and Environment Devision continuously organizes safety training for contractor personnel prior to the start of every project, in line with the 2025 annual training plan. The Company requires all contractor workers to undergo safety training in compliance with Company regulations before starting work. Training sessions are conducted twice monthly, and trained personnel are issued work permits, which must be carried at all times while on duty. Annual training schedules are prepared in advance, with additional special sessions arranged in emergency situations.

The training curriculum covers mandatory safety courses aligned with the nature of work, such as working at heights, the use of personal protective equipment (PPE), work permit procedures, high-risk work management, and fire prevention. This ensures that all personnel possess the necessary knowledge and understanding to comply with safety standards correctly, fostering a strong safety culture across the organization, contractors, and business partners.

Performance Results in 2025

Number of contractors participating in trainings
4,599 Persons

Number of companies participating in trainings
203 Companies

Number of trainings
30 Sessions
With additional sessions.

3. Safety Site Inspections During Operations: Site inspections are conducted across four categories of work—New Station, Renovation, Non-Oil, and High-Risk Work, covering 45 safety checklist items. Non-conformities are continuously monitored and followed up through Safety Inspection reports.

4. Communication and Awareness: Safety information is regularly communicated to contractors via Line and email at least once per month. Topics include electrical work, working at heights, confined space operations, and work permit procedures for both general and high-risk activities.

5. Incentives and Engagement: The "Inspect Well, Get Rewarded" initiative has been introduced to encourage quality site inspections and reinforce strict adherence to safety measures.

6. Safety System Development: An e-Work Permit system is currently being developed in collaboration with the IT Department to enhance control over high-risk work. In addition, a contractor safety system improvement proposal is being submitted to the Committee to support sustainable development.

Safety Training for Employees

The Company enhances employees' knowledge, understanding, and essential skills to prevent workplace accidents, injuries, and occupational illnesses. Training programs cover fundamental safety principles, risk identification and assessment, proper use of personal protective equipment (PPE), and emergency response procedures. These programs are aligned with applicable laws and notifications issued by the Department of Labor Protection and Welfare, which require employers to provide safety training to employees from the commencement of employment. The objective is to foster safety awareness among all employees and cultivate a strong safety culture within the organization.

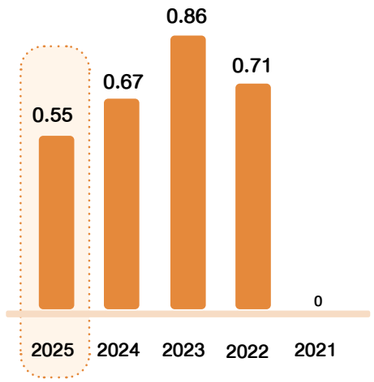
In 2025, the Company conducted the following safety training programs for employees:

Course	Numbers of Trained Employees
Basic Firefighting Training	3,527 Persons
Occupational Safety, Health and Working Environment	40,210 Persons
Safety Officer – Executive Level	2,752 Persons
Safety Officer – Supervisor Level	4,411 Persons
Safety, Occupational Health and Working Environment Committee	373 Persons
Electrical Safety Training	270 Persons
Radiation Safety Training	103 Persons
Firefighting and Fire Evacuation Drill (Training Center)	173 Persons
First Aid Training	710 Persons
Confined Space Safety Training	70 Persons
Oil Tanker Truck Rescue Training	46 Persons
Emergency Response and Incident Command Training	216 Persons
Forklift Operation Safety	27 Persons

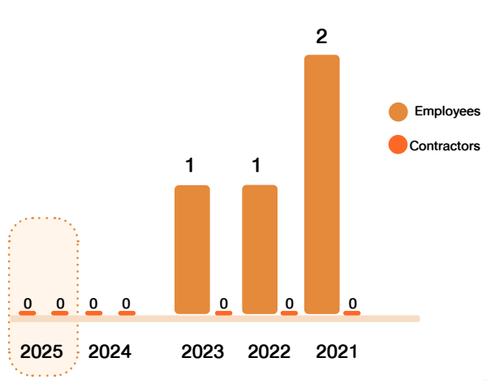
Occupational Health, Safety, and Environment (OHSE) Performance Results

Safety Performance Statistics for Employees and Contractors

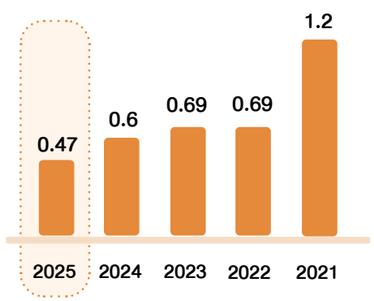
Total Recordable Injuries Rate per One Million Employee Work Hours



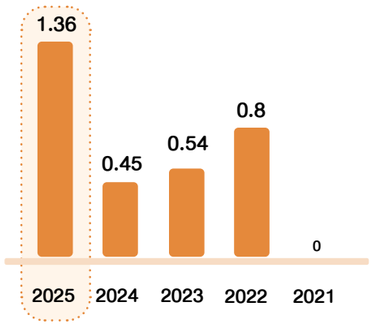
Number of Employees/Contractors Deceased from Work (Cases)



Lost Time Injury Frequency Rate per One Million Employee Work Hours



อLost Time Injury Frequency Rate per One Million Contractor Work Hours



Note: In 2025, the Company expanded the scope of data collection to include contractor accident data from Petroleum Thai Corporation Company Limited and Punthai Coffee Company Limited. As a result, the reported figures increased compared to the previous year.

Indicator	Major Truck Accident Rate (MTAR)
Performance	0.064

Achievement Award

EIA Monitoring Awards 2025 – Outstanding Level, from the Ministry of Natural Resources and Environment

PTG Energy Public Company Limited received the EIA Monitoring Awards 2025 (Excellent Level) from the Ministry of Natural Resources and Environment, presented by the Office of Natural Resources and Environmental Policy and Planning (ONEP) at the “EIA Symposium and Monitoring Awards 2025” under the theme “EIA Next Step: The Next Sustainable Growth.” The award was granted to the Company’s jetty project in recognition of its effective environmental management and consistent compliance with the measures specified in the Environmental Impact Assessment (EIA) report. This achievement reflects the Company’s strong commitment to conducting business alongside environmental stewardship and fostering long-term sustainable growth.

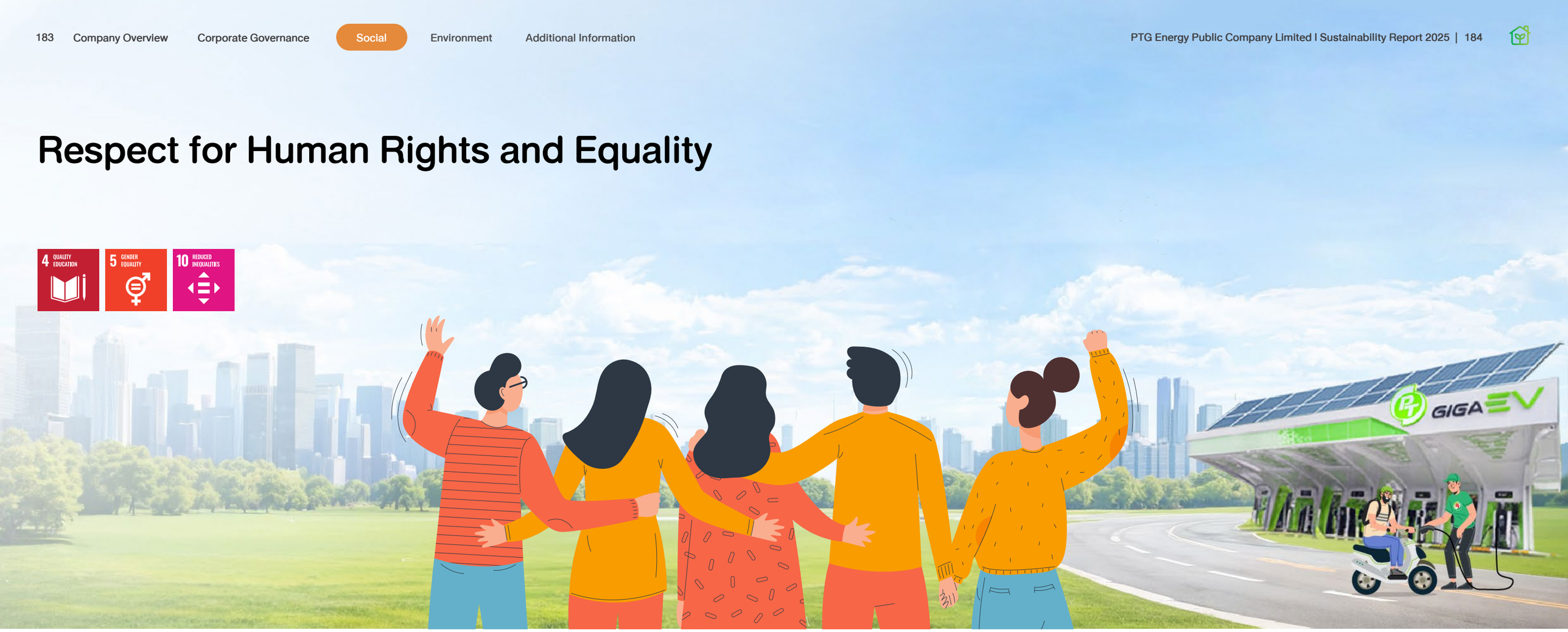
Building a Safety Culture: “Safety Culture Together in the Workplace”

The PTG Group, comprising PTG Energy Public Company Limited (Head Office and Oil Depots), Max Solution Service Company Limited, and Petroleum Thai Corporation Company Limited, received a Certificate of Recognition for participating in the “Safety Culture Together in the Workplace” campaign under the policy of the Ministry of Labor. This recognition highlights the Group’s commitment to promoting a strong workplace safety culture and encouraging employee participation at all levels.

Outstanding Establishment in Safety and Occupational Health

The PTG Group was selected as an Outstanding Establishment in Safety and Occupational Health (Safety Award) under a program organized by the Department of Labor Protection and Welfare. PTG Energy Public Company Limited (Head Office) received national-level certification, while its Khon Kaen Oil Depot was certified at the national level for the second consecutive year. These achievements reflect the Group’s effective safety and occupational health management and its ongoing commitment to maintaining a safe and sustainable working environment.

Respect for Human Rights and Equality



Commitment

"The Company conducts its business with a firm commitment to respecting human dignity and protecting the human rights of all stakeholders equally throughout its entire value chain."

Stakeholder Impact

The Company is committed to safeguarding the human rights of all stakeholder groups through a comprehensive Human Rights Due Diligence (HRDD) process. This approach aims to prevent and mitigate adverse impacts, as well as provide accessible grievance and remediation mechanisms where stakeholders are affected by business operations. These measures ensure responsible business conduct aligned with human rights principles in all dimensions.

Business Impact

Operating in accordance with human rights principles strengthens the Company's governance and management systems by reducing operational and reputational risks. It enhances business continuity, builds trust among stakeholders, and supports the Company's competitiveness and long-term sustainable growth.

Performance Against Targets

Statistics on cases where the Company was reported or legally charged for human rights violations

0 Case	0 Case	0 Case
Performance 2025	Target 2025	Target 2027

Coverage of PTG and subsidiary employees who received training on human rights and labor practices

Note: Scope covers PTG Energy Public Company Limited, Petroleum Thai Corporation Company Limited, GFA Corporation (Thailand) Company Limited, and Punthai Coffee Company Limited.

Management Approach

The Company is committed to conducting its business in line with international human rights standards. Its framework is guided by the United Nations instruments and principles, including the Universal Declaration of Human Rights (UDHR), the United Nations Global Compact (UNGC), the United Nations Guiding Principles on Business and Human Rights (UNGP), and the Children's Rights and Business Principles (CRBP), which are adapted to align with the Company's business context. The Company respects and protects the human rights of employees, suppliers, customers, communities, and all stakeholder groups on an equal basis. A Human Rights Policy has been established as a guiding framework for employees at all levels and relevant stakeholders, alongside a Supplier Code of Conduct to promote compliance with human rights principles throughout the value chain. In parallel, the Company implements a comprehensive Human Rights Due Diligence (HRDD) process to assess and manage potential human rights impacts arising from its operations and supply chain. Communication and training programs are also provided to support effective implementation and foster continuous awareness.

Human Rights Policy

The Company has established a Human Rights Policy, affirming its commitment to respecting and protecting human rights in accordance with international principles and in compliance with applicable labor laws and related regulations. The policy outlines practical guidelines for employees to foster a culture of respect for human rights both within and beyond the organization. It covers the rights of employees, suppliers, customers, as well as communities and the environment. The Company expects its subsidiaries, affiliates, joint ventures, and business partners to adhere to the Company's Human Rights Policy. The policy is clearly communicated to all stakeholders, including employees, communities, suppliers, and business partners. Key human rights issues emphasized include the prevention of discrimination, sexual harassment, child labor, and forced labor, among others, to ensure that business operations are conducted responsibly, fairly, and sustainably.

Further details are available at : Human Rights Policy

Human Rights Governance Structure

In addition, the Company assigns management-level personnel with knowledge and expertise in human rights to oversee day-to-day operations, aiming to prevent potential human rights violations in business activities and engagements with suppliers. Relevant functions include the People and Culture Division, Safety and Environment Department, Legal Department, and other related units.

Human Rights Due Diligence (HRDD)

The Company conducts Human Rights Due Diligence (HRDD) at least once a year, or whenever significant changes may affect risk levels, likelihood, or potential impacts. The assessment covers operations across the entire value chain and all stakeholder groups, including employees, suppliers and contractors, customers, communities, and the environment, as well as vulnerable groups such as women, indigenous peoples, migrant workers, LGBTQ+ individuals, disadvantaged persons, persons with disabilities, and children. The process includes scoping and planning the assessment; collecting baseline data and identifying human rights risk issues; evaluating the likelihood and severity of impacts; establishing and implementing mitigation measures; and reporting and reviewing action plans on an ongoing basis. A Human Rights Due Diligence Manual has also been developed to provide systematic guidance for assessing and managing the Company's human rights risks.

Further details are available at : Human Rights Due Diligence (HRDD) Manual

Human Rights Risk Assessment

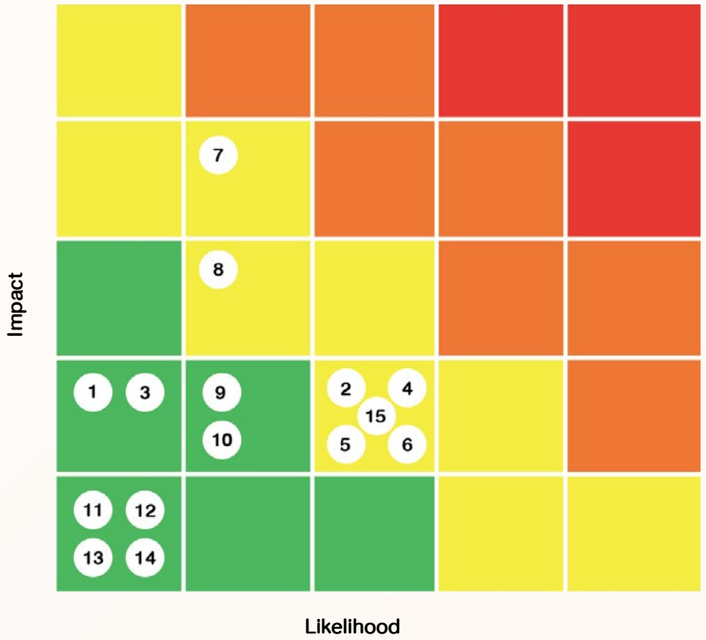
The Company conducts a Human Rights Risk Assessment (HRRA) by applying an internationally aligned framework tailored to its organizational context. The objective is to identify, analyze, and prioritize human rights issues that may arise from business operations, covering the rights of employees, customers, suppliers and contractors, as well as communities and the environment throughout the value chain.

The assessment process integrates stakeholder engagement through human rights questionnaires, addressing key issues such as respect for human rights, non-discrimination, equality in labor practices, labor rights, community impacts, and land and livelihood concerns. Feedback from stakeholders is considered alongside an evaluation of the likelihood and severity of potential impacts. The assessment scope covers the Company's operations, Tier I suppliers and contractors, as well as joint ventures. The results serve as a foundation for establishing preventive measures, management plans, and monitoring mechanisms to prevent and mitigate adverse impacts, while promoting human dignity, equality, and diversity as fundamental drivers of sustainable growth.

Human Rights Risk Assessment Results

In 2025, the Company conducted a comprehensive Human Rights Due Diligence assessment covering its operations, Tier I suppliers and contractors, as well as joint ventures. The assessment did not identify any salient human rights issues. Nevertheless, the Company remains committed to the continuous prevention and effective management of human rights risks. Relevant policies, guidelines, and oversight measures have been established to ensure that business operations respect human rights throughout the value chain. These include communicating the Human Rights Policy to employees, suppliers, and relevant stakeholders; monitoring compliance with applicable laws, regulations, and requirements; and providing guidance and support to relevant functions to further enhance the Human Rights Due Diligence process in alignment with appropriate international standards and best practices.

Human Rights Issues Related to Company Operations



Employee Rights

3 Discrimination
6 Occupational health and safety
11 Emloyee data privacy
12 Employment conditions, such as labor rights, fair employment, compensation, and benefits
13 Freedom of association and collective bargaining
14 Illegal labor practices, such as forced labor, child labor, and migrant labor

Community and Environmental Rights

4 Community health and safety
7 Standard of living and quality of life
8 Access to water and sanitation
9 Land acquisition

Supplier and Contractor Rights

1 Discrimination
15 Contractor health and safety

Customer Rights

2 Discrimination
5 Customer health and safety
10 Data privacy

Human Rights Risk Assessment Results of PTG Group and Joint Ventures

Assessment Scope	Percentage of business activities assessed for human rights risks	Percentage of business activities identified as having High human rights risks	Percentage of business activities identified as having Moderate human rights risks	Percentage of business activities with high human rights risks that have preventive and mitigation measures in place
PTG Group[1/]	100%	-	43%	100%
Joint Ventures[2/]	100%	-	27%	100%

Notes:

[1/] Scope covering PTG Energy Public Company Limited, Petroleum Thai Corporation Company Limited, PTG Logistics Company Limited, GFA Corporation (Thailand) Company Limited, Punthai Coffee Company Limited, Siam Autobacs Company Limited.

[2/] Scope covering PPP Green Complex Public Company Limited.

Human Rights Risk Assessment Results of Suppliers

Description	Assessment Result
Percentage of direct and key suppliers assessed for human rights risks	73.68
Percentage of suppliers identified as having high human rights risks	31.58
Percentage of suppliers with high human rights risks that have preventive and mitigation measures in place	100.00

Note: The Company conducts periodic assessments and reviews of suppliers' human rights risks, with a reassessment cycle every three years.

Mitigation and Management Measures for High-Risk Human Rights Issues

The Company places continuous emphasis on preventing and mitigating human rights impacts. Although the assessment did not identify any high-severity human rights risks, mitigation plans have been developed for issues assessed at a medium-risk level. In addition, relevant internal processes have been reviewed and strengthened to prevent recurrence of similar impacts in the future. Preventive measures, monitoring mechanisms, and appropriate remediation channels have been established and implemented across relevant operational sites.

Human Right Issues	Risk Level	Risk Management Measures
Employee Rights		
Health and Safety	Medium	- Establish occupational health and safety measures covering operations at service stations, oil depots, and transportation activities. - Develop safety guidelines and operational manuals, including measures to address emergency situations and emerging infectious diseases. - Regularly monitor and review safety procedures, while communicating and providing safety awareness materials. - Conduct training sessions, drills, and awareness programs to strengthen workplace safety practices. - Provide legally required employee health check-ups and continuously monitor health-related risks. - Inspect, rectify, and improve measures in cases of non-compliance to prevent recurrence and minimize long-term impacts.
Community and Environmental Rights		
Health and Safety	Medium	- Establish safety guidelines and control measures for transportation and logistics activities to minimize impacts on surrounding communities. - Utilize technology to monitor and supervise driving behavior, such as speed control systems and vehicle tracking. - Regularly assess drivers' health and safety readiness. - Require business partners and transport contractors to comply with the Company's safety standards. - Plan transportation routes and parking arrangements appropriately to reduce impacts on nearby communities. As a result of these measures, no significant community health and safety impacts have been identified.
Community Standard of Living	Medium	- Establish safety, occupational health, and environmental management measures and systems to prevent and mitigate operational impacts from oil depots and transportation activities on the standard of living and quality of life of surrounding communities. - Operate in accordance with international safety and environmental standards, including ISO 45001 and ISO 14001, and assess compliance with relevant legal requirements. - Regularly assess and control operational risks to prevent incidents that may affect nearby communities. - Manage impacts arising from transportation and operations, such as vehicle emission control, vehicle inspection and maintenance, and compliance with applicable laws and regulations. As a result of these measures, no significant impacts on the standard of living or quality of life of surrounding communities have been identified.
Community and Environmental Rights		
Community Access to Water and Sanitation	Medium	- Recognize risks associated with transportation and logistics operations that may cause accidents or spills, potentially affecting the environment, water sources, and community sanitation. - Implement strict safety measures and operational controls to prevent and mitigate impacts on environmental quality and access to clean water. - Enhance transportation safety by developing driver capabilities, monitoring driving behavior, and utilizing vehicle tracking technology. - Inspect vehicle readiness, control working hours, and strictly enforce safety policies. - Establish emergency response management systems, conduct incident investigations and root cause analyses, and maintain insurance coverage for environmental damages. As a result of these measures, no significant impacts on community access to water and sanitation have been identified.
Customer Rights		
Discrimination	Medium	- Emphasize fair, equal, and non-discriminatory customer service for all customer groups. - Promote knowledge, understanding, and employee capability development through continuous service skills training, covering station staff, retail employees, and relevant business units. - Develop service guidelines and operational manuals to ensure consistent service standards across the organization. - Closely supervise and support frontline staff, particularly during peak service periods. - Establish a complaint handling process to receive cases, verify facts, and implement appropriate corrective actions or customer remedies, including service improvements. - Impose disciplinary measures in accordance with the severity of misconduct to prevent recurrence and reinforce customer confidence.
Health and Safety	Medium	- Prioritize customer health and safety at every stage of service delivery by establishing clear safety measures and guidelines. - Provide operational manuals and practical guidelines for frontline staff to ensure accurate, safe, and situation-appropriate service. - Implement hygiene and public health measures to address potential outbreaks or public health risks. - Strictly enforce compliance with safety standards to minimize service-related risks. - Control service quality and safety processes, such as product quality inspections and proper fuel receiving and dispensing procedures. - Install safety signage and communication materials to enhance customer awareness and understanding. - Regularly communicate and train employees to elevate service standards, reduce risks, and strengthen customer confidence.

Prevention of Harassment and Non-Discrimination in the Workplace

The Company places great importance on preventing harassment and discrimination in the workplace, upholding the principles of fair employment, respect for internationally recognized human rights, and compliance with applicable labor laws. To this end, the Company has implemented a Human Rights Policy, Code of Conduct, and a Policy on the Prevention of Harassment and Non-Discrimination in the Workplace, along with related work regulations. These frameworks are designed to prevent all forms of harassment, whether physical, verbal, or sexual, and to foster a culture of non-discrimination in recruitment, development, and career advancement, regardless of gender, gender identity, race, religion, age, or physical condition. In addition, the Company has established whistleblower protection measures and personal data protection mechanisms to safeguard complainants and ensure confidentiality. These efforts support a working environment that respects human dignity and promotes diversity and equality in a sustainable manner.

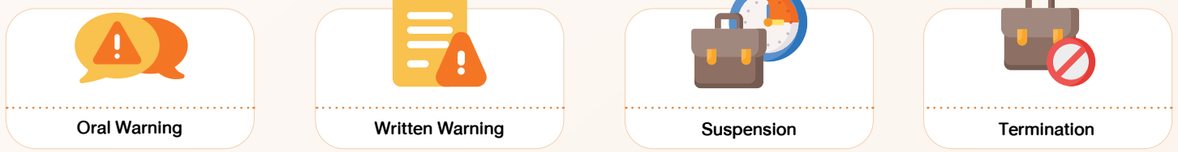
Further details are available at: Anti-Harassment and Non-Discrimination Policy

Measures for Addressing Harassment and Discrimination in the Workplace

The Company implements preventive measures by regularly communicating its Anti-Harassment and Non-Discrimination Policy and conducting training programs to enhance knowledge, understanding, and awareness among employees at all levels. In cases where complaints of harassment or discrimination arise, the Company follows a clear, transparent, and fair grievance handling process. An impartial committee is appointed to promptly investigate the matter while maintaining strict confidentiality. Whistleblowers and witnesses are protected, and appropriate remedies are provided to affected individuals. Disciplinary actions are imposed in accordance with the Company's work regulations, ranging from verbal or written warnings to termination of employment, depending on the severity of the misconduct. Legal action will be pursued in cases involving criminal offenses. These measures reinforce a corporate culture that upholds human rights and workplace equality.

The Company requires that procedures for addressing harassment and discrimination in the workplace be carried out in accordance with the established steps outlined in the Company's work regulations. Clear disciplinary measures are defined for individuals who commit acts of harassment or discrimination, as follows:

Disciplinary Measures



Remediation Mechanism in Cases of Human Rights Violations

If an investigation confirms that a human rights violation has occurred, the Company will provide appropriate remediation. Initial actions will be undertaken in accordance with applicable laws, ensuring that affected parties, both internal and external stakeholders, receive the rights and remedies to which they are entitled. The process is guided by fairness, transparency, and equity for all parties involved.

Performance

Number of cases or incidents resulting in significant labor disputes **0 Case**

1. Internal Stakeholders

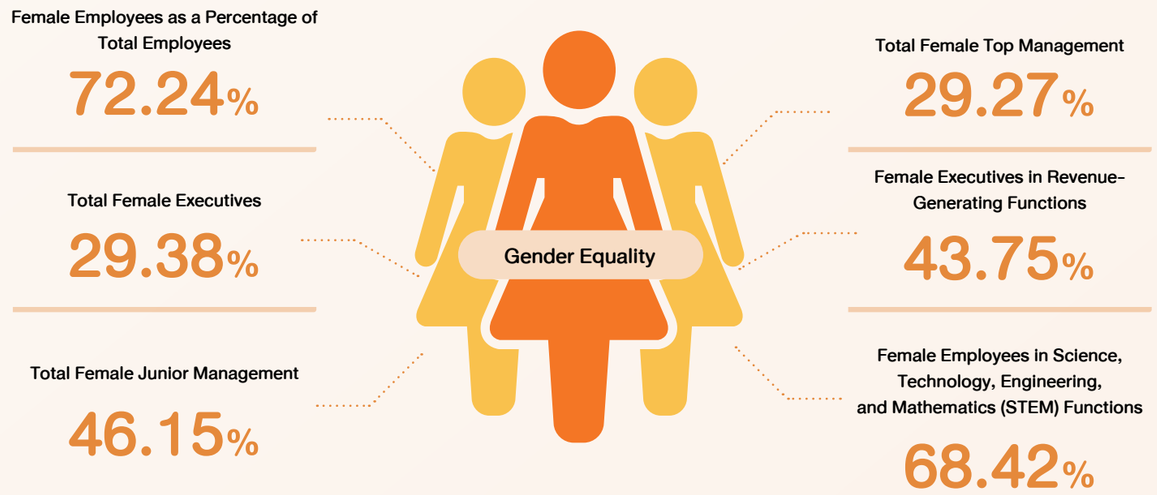
- In employment-related cases, the Company will rectify employment conditions or restore appropriate rights, such as back pay compensation or payment for unpaid overtime.
- For non-employment-related cases, e.g., abuse of authority, harassment, or disciplinary misconduct, the Company will impose disciplinary actions against the offender and provide remedies to affected individuals as appropriate. This may include medical expenses, compensation for damages, and ongoing monitoring to prevent long-term impacts.

2. External Stakeholders

- The Company will provide appropriate remedies, such as compensation for damages, restoration of violated rights, or rehabilitation in cases involving physical or psychological harm.
- Where appropriate, the Company will issue a formal apology to affected parties and take steps to restore relationships and rebuild trust with stakeholders. In addition, relevant policies and procedures will be reviewed and improved to prevent recurrence, including revising work regulations or taking disciplinary action against responsible parties where necessary.

Promotion of Equality and Diversity

The Company is committed to upholding human rights, equality, and human dignity by ensuring that recruitment, management, and performance evaluation are based solely on merit, without discrimination in any form, including gender and gender identity. Equal opportunities are promoted for employees of all genders across various functions and position levels. The Company also fosters an inclusive organizational culture that respects gender diversity through initiatives such as Pride Month activities, supporting sustainable equality and non-discriminatory practices in the workplace.



Freedom of Association and Collective Bargaining

The Company respects employees' freedom of association and collective bargaining in accordance with labor laws. A Welfare Committee, comprising 100% employee-elected representatives, is established to serve as a channel for reflecting employees' opinions and needs, and for engaging in dialogue with management. The Company conducts labor relations based on transparent and fair bilateral principles, carefully reviewing proposals to find a balance between employees' expectations and the organization's capabilities. This approach contributes to enhanced employee welfare and quality of life, reduces labor disputes, and fosters sustainable and positive employer-employee relationships.

Number of Welfare Committee Members **81 Members**

Quarterly Meetings

Note: The Welfare Committee covers the following companies: PTG Energy Public Company Limited, Petroleum Thai Corporation Company Limited, PTG Logistics Company Limited, Punthai Coffee Company Limited, and Max Solution Service Company Limited.

Grievance and Remediation Mechanisms

Human Rights Grievance Process

The Company provides channels for employees and stakeholders to express their opinions, raise concerns, and submit tips or complaints in cases involving human rights violations or breaches of the Code of Conduct by employees or other stakeholders. Complaints can be submitted through whistleblower@pt.co.th, the Call Center, and the Mobile Application. All complaints are managed appropriately and fairly. The Company ensures the protection of individuals who report human rights violations related to the Group by maintaining the confidentiality of whistleblowers' information and implementing the highest level of protection measures for those who report or cooperate in reporting human rights violations.

Provide feedback, report concerns, or submit complaints through the following channels:

- whistleblower@pt.co.th
- Call Center
- Mobile Application Max Me

Promotion and Capacity Building on Human Rights and Labor Practices

The Company places strong emphasis on continuously enhancing knowledge, understanding, and communication on human rights. It aims to strengthen the capabilities of supervisors and employees at all levels to ensure fair, appropriate, and human rights-aligned management and treatment of employees. Key initiatives undertaken during the past year include:

HR On Tour Program

A series of hands-on workshops was conducted for supervisors working in operational areas, covering service stations nationwide across 10 regions. The program totaled 150 training hours, with supervisors from 1,678 branches participating.

Post-training knowledge assessments recorded an average score of **95.52%**
while participant satisfaction reached **98.67%**

Labor Law and Human Rights Training for New Supervisors:

This program provided training on labor law, labor relations, and human rights, delivered by specialists from the Employee Relations and Internal Communications Department. The objective was to equip supervisors with the knowledge required to manage subordinates appropriately, prevent labor rights violations, and understand their own rights and responsibilities. During the past year, 12 training sessions were conducted

with **1,078 participants,** achieving an average passing score of **90.67%**

Human Rights Training for New Employees: All new employees are required to complete human rights training as part of the onboarding process prior to commencing work. In the past year, 100% of new employees completed the training to ensure a proper understanding of their rights, responsibilities, and workplace practices from the outset.

In addition, the Company continuously communicates human rights and labor relations matters through internal channels such as the corporate Intranet and company email. These platforms are used to disseminate policies, guidelines, updates, and relevant notifications to employees at all levels, including executives, thereby reinforcing awareness and promoting consistent adherence to human rights principles across the organization.

Human Rights Training Program

Fundamental Employee Rights

- Right to Work: Fair employment and equitable compensation.
- Right to Safety: A safe working environment and protection from workplace accidents.
- Right to Development and Education: Opportunities to develop skills and realize one's full potential.
- Right to Freedom of Expression: Freedom of thought, religion, and personal identity.
- Right to a Non-Discriminatory Environment: Equal treatment and respect for privacy.
- Right to Fair Compensation and Benefits: Entitlement to just and equitable benefits.
- Right to Rest and Well-Being: Adequate rest periods and support for physical and mental health.

Prevention of Human Rights Violations

Awareness of Sexual Harassment and Abuse
Non-Discrimination Against All Groups
Freedom of Expression and Non-Suppression of Opinions
Fairness in Wages and Compensation
Occupational Health and Safety Protection
Non-Restriction of Workplace Rights

Human Rights Operations in Alignment with International Standards

The Company is committed to enhancing its human rights performance in alignment with international standards by actively participating in and contributing to government mechanisms and networks that promote labor standards and quality of life in the workplace. These include serving as a member and working committee of the Bangkok Area 5 Labor Protection and Welfare Office, participating as a committee member with labor-related authorities, acting as a network partner for the Happy Workplace Program with the Thai Health Promotion Foundation (ThaiHealth), contributing to the selection committee for the Outstanding Women Awards of the Ministry of Labor, and participating in initiatives promoting drug-free workplaces and elderly worker welfare programs. These efforts aim to create a safe, fair, and supportive working environment that enhances employees' quality of life.

Achievement Award

As a result of this commitment, the Company received the Human Rights Awards 2025 (Outstanding Level, Large Business Organization Category)

from the Rights and Liberties Protection Department, Ministry of Justice, reflecting its business operations that respect human rights throughout the value chain, with due consideration for all stakeholders based on the principles of equality and non-discrimination.

Creating Shared Value with Communities and Society

Commitment

"The Company believes that long-term sustainability is achieved by integrating business growth with the creation of shared value for society, communities, and the environment, thereby driving balanced and sustainable growth over the long term."

Stakeholder Impact

The Company conducts its business with a long-standing commitment to growing alongside communities and society. It aims to create opportunities, enhance quality of life, and promote inclusive well-being across education, health, infrastructure, and the environment. Beyond providing support, the Company actively drives tangible change to deliver measurable outcomes, enabling communities and society to progress sustainably in line with its vision of "improving the well-being of Thai people."

Business Impact

By integrating social and environmental considerations into its operations, the Company strengthens its competitive advantage, builds trust and confidence among stakeholders, and fosters positive relationships with communities in its areas of operation. This approach supports business continuity, reduces social and environmental risks, and enables stable and sustainable long-term growth.

Performance Against Targets

Community Satisfaction with Participation in Activities

Cumulative Number of Communities Engaged through the Organization's Social Initiatives

Management Approach

The Company has established a Corporate Social Responsibility (CSR) strategy and project framework focused on building relationships and engagement with communities and society, as well as environmental conservation, alongside responsible business operations and support for the Sustainable Development Goals (SDGs). This approach aims to maintain a balanced business model, respond to stakeholder expectations, and effectively manage risks arising from potential impacts on communities, society, and the environment. The Company emphasizes creating shared value, fostering cross-sector collaboration, and providing appropriate opportunities for relevant stakeholders to participate in its operational processes.

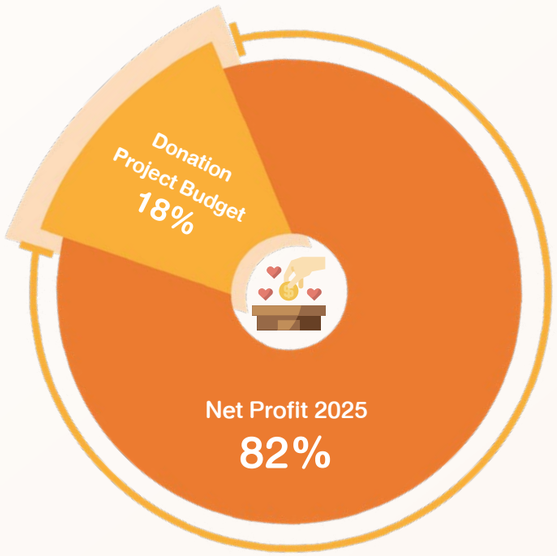
CSR Strategy Framework

The Company has established a Corporate Social Responsibility (CSR) strategy and project framework, focusing on building strong relationships and engagement with communities and society, as well as environmental conservation. This approach is guided by the concept of “License to Operate” and supports the Sustainable Development Goals (SDGs). It aims to maintain a balanced business model, meet stakeholder expectations, and prevent or mitigate potential impacts of business operations on communities, society, and the environment. The Company has defined the following strategic directions to guide its implementation:

1. Build strong engagement with communities surrounding operational sites through CSR initiatives that focus on creating shared value.
2. Establish networks and partnerships to support community and social development, as well as environmental conservation.
3. Promote CSR projects based on three key pillars: improving quality of life, supporting an aging society, and fostering environmentally responsible lifestyles.
4. Encourage the participation of key stakeholders, including communities, government agencies, customers, suppliers, and employees.

Further details are available at : Corporate Social Responsibility Policy

Allocation of budget for assistance and support in the form of for-profit donations for the fiscal year



Categories and Allocation of Social Investment

Budget 228 MB

91.9%	3.36%	2.28%	2.17%	0.12%	0.11%	0.06%
Social and Community Support	Children and Youth Support	Tourism and Sports Support	Disaster Relief Support	Academic Support	Religious and Cultural Support	Medical Support

Note: Covers PTG Energy Public Company Limited, Punthai Coffee Company Limited, Petroleum Thai Corporation Company Limited, and PTG Logistics Company Limited.

Promotion of Local Employment, Raw Materials, and Community Products

The Company places strong emphasis on supporting local communities throughout its value chain by promoting local employment, sourcing raw materials from local farmers and entrepreneurs, and assisting in distributing agricultural products during periods when farmers face market access challenges. This approach aims to create economic opportunities, distribute income to communities, and strengthen local economies sustainably. Details are as follows:

Promotion of Local Employment

The PTG Group prioritizes local hiring to create stable jobs and income for people in the communities where it operates. By providing employment opportunities within hometowns and nearby areas, the Company helps reduce migration pressures, enhance household economic stability, and improve long-term quality of life. Employment across the PTG Group’s businesses not only distributes income into local economies but also strengthens surrounding communities through ongoing local participation in business operations. Currently, the PTG Group employs personnel in its core businesses as follows:

Promotion of Local Employment

- Service stations for 15,843 employees
- Max Mart convenience stores for 2,464 employees
- Punthai Coffee shops for 9,488 employees
- Coffee World for 132 employees

Promotion of Local Sourcing

The PTG Group places strong emphasis on creating shared value throughout its business value chain by promoting the use of Thai local raw materials in developing products under the Punthai Coffee brand. aims to support domestic farmers and producers by providing market access and enabling them to generate appropriate value from their products. This approach connects the Company’s business operations with community economic development by transforming agricultural products from various regions into beverage offerings that meet consumer needs, while preserving the unique identity of local ingredients. As a result, farmers gain stable income and employment, reducing the need for migration and strengthening the local circular economy. At the same time, the Company enhances supply continuity, mitigates the risk of raw material shortages, and supports long-term, efficient business operations.

In 2025 Local raw materials were procured with a total value of 103 million baht.

Punthai Coffee generated total revenue of 4,257 million baht from the sale of beverages made with locally sourced community ingredients.

Over the past year, the Company has developed signature beverage products featuring renowned provincial specialties. These include the Thai-Ricano **“Taste of Nan,”** made from 100% Arabica specialty coffee beans sourced from high-quality plantations in Nan Province, recognized nationally for their distinctive flavor profile. The initiative supports sustainable forest and mountain development through coffee cultivation and promotes local employment by enabling farmers to earn income from growing and selling coffee beans. Other examples include beverages made from **“Bengal currant”** (Carissa carandas) from Samut Songkhram Province, reflecting the commitment of a new generation of farmers to develop and preserve local resources, and “Pui Fai Santol from Prachinburi” under the **“Thai Taste Series.”** The Company sources santol directly from local farmers and transforms it into beverages distributed nationwide. Through these initiatives, the Company develops distinctive products with traceable origins that respond to growing consumer demand for responsibly sourced goods. This approach supports sustainable business growth while delivering benefits to communities, society, and the Thai economy from upstream to downstream.

The Company remains committed to sourcing high-quality ingredients from various regions to create diverse and accessible menu offerings for consumers nationwide, with the goal of generating shared value throughout the value chain and sustainably enhancing the quality of life and well-being of Thai people.

Supporting Small Entrepreneurs and Local Partners

The PTG Group is committed to strengthening small entrepreneurs and local suppliers by incorporating community-sourced raw materials and products into the development and distribution channels of Punthai Coffee. This approach creates stable market access, expands business opportunities, and reduces sales risks for community-level producers. The Company collaborates with farmers and entrepreneurs across various regions nationwide.

1 Sustainable Thai Rice Farmer Support Project

The Company supports environmentally friendly agricultural practices by encouraging farmers to transition to low-carbon rice production. This includes promoting methods and technologies that reduce greenhouse gas emissions, such as alternate wetting and drying (AWD), efficient water management, and proper agricultural residue management. These efforts aim to enhance production efficiency while ensuring the long-term sustainability of Thailand's agricultural sector.

On the occasion of the 13th anniversary of Punthai Coffee Company Limited, the Company distributed 450,000 bags of low-carbon white rice sourced from farmers in Kamphaeng Phet Province to customers as a token of appreciation for their continued support. This initiative helped increase farmers' income and stability, enabled consumers to access responsibly sourced products, and contributed to greenhouse gas reduction—one of the key factors in mitigating climate change, thereby creating sustainable shared value throughout the value chain.

2 Support for Purchasing Pasteurized Cow's Milk from Thai Dairy Cooperatives

The Company supports the procurement of raw milk from Thai farmers through partnerships with Thai dairy cooperatives, using it as a key ingredient in beverages served at Punthai Coffee. This initiative helps ensure stable income for farmers while addressing the issue of milk oversupply, which previously led to surplus milk being discarded without generating value. Farmers carefully select suitable dairy cattle breeds, provide standardized feed, and follow strict quality-controlled production and processing procedures to maintain product quality, safety, and nutritional value before distribution to Punthai Coffee stores. This initiative not only allows consumers to enjoy beverages made from high-quality ingredients but also strengthens farmers and local communities, promotes a domestic circular economy, and reflects sustainable shared value creation throughout the value chain.

3 Tiger-Striped Peanuts

The Company supports local entrepreneurs and farmers in Pang Mapha District, Mae Hong Son Province, by purchasing tiger-striped peanuts-a local crop that reflects the identity and way of life of the Lisuma community. This initiative enhances the value of agricultural products grown in fertile highland areas, increases farmers' income, and supports the conservation of indigenous crops and local wisdom, alongside systematic quality development.

4 Solar-Dried Bananas

The Company supports entrepreneurs and farmers by sourcing solar-dried bananas made from Mali Ong and Namwa 08 banana varieties grown in the fertile areas of Phetchaburi Province. The processing utilizes Parabola Dome technology developed by Kasetsart University, harnessing solar energy and a solar cell–powered humidity control system to precisely manage moisture levels. By carefully controlling the drying duration, this process enhances the value of agricultural produce while promoting clean energy use and environmentally friendly production.

5 Macadamia Nuts

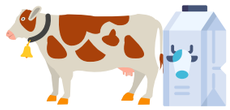
The Company supports roasted macadamia nuts from the Doi Tung Development Project (under the Royal Initiative) in Mae Fah Luang District, Chiang Rai Province. The nuts undergo meticulous selection, roasting, and packaging processes to preserve their taste and quality. Macadamia is part of the "economic forest" products under the Doi Tung Development Project, which promotes sustainable coexistence with forests. Beyond generating income for local communities, the initiative provides villagers with opportunities to develop specialized skills in cultivating high-value economic crops. The project also emphasizes sustainability by repurposing macadamia shells as biofuel energy.

Supporting and Procuring Agricultural Produce

The Company collaborates with the Department of Internal Trade, Ministry of Commerce, to support farmers affected by economic conditions. It serves as a distribution channel by purchasing and helping distribute agricultural produce to consumers through the Company's nationwide network of service stations. This initiative expands market access for agricultural products, generates income for farmers, and reflects the Company's role in supporting sustainable community and economic development in Thailand.

In the past year, the Company carried out several initiatives to support agricultural product distribution, including:

The "Fuel Your Car, Fill Hearts with Fresh Milk Thais Stand Together"



Project supported the distribution of **Thai UHT milk** to assist dairy farmers and commercial milk producers, while encouraging milk consumption for better health and to support Thai farmers. A total of 360,000 cartons of Thai UHT milk were distributed.

The "Coconut Happiness – Delivering Encouragement to Thai Farmers"

Project supported the distribution of 20,000 **aromatic green coconuts** to help farmers manage oversupply during peak harvest periods.

The "Supporting Thai Farmers through Service Station Network"

project facilitated the distribution of **mixed-variety Thai mangoes** to consumers to help alleviate market oversupply and increase farmers' income, while promoting the consumption of Thai fruits. A total of 450,000 kilograms of premium mangoes were distributed.

Grievance Mechanism for Individuals and Communities Affected by Social and Environmental Business Activities

Operations with Significant Negative Impacts on Local Communities

The Company has established mechanisms to receive feedback and complaints from individuals and communities that may be affected by its social and environmental business operations. Accessible communication channels are provided, including telephone, email, online platforms, and community surveys to gather concerns related to issues such as pollution, traffic, waste management, resource utilization, and safety. Communities are also encouraged to propose additional measures the Company should undertake. Feedback received is incorporated into operational improvements and the planning of appropriate community engagement activities. Assessment results indicate that the majority of communities reported no significant impacts from the Company's operations.

Performance

Although there have been NO community complaints to date, the Company continues to monitor and assess potential business impacts on an ongoing basis, with established mechanisms in place to track and address any issues that may arise in the future.

"PT Volunteer Camp" Project

In 2025, the Company implemented four projects in the following communities: Huai Sat Yai Subdistrict, Hua Hin District, Prachuap Khiri Khan Province, Sa Si Mum Subdistrict, Kamphaeng Saen District, Nakhon Pathom Province, Nong Krot Subdistrict, Mueang District, Nakhon Sawan Province, Nong Sadao Subdistrict, Sam Chuk District, Suphan Buri Province. A total of 2,752 participants took part in the following key activities:

Key stakeholders:

- Communities
- farmers
- children and youth
- and vulnerable groups such as the elderly

Total beneficiaries of the Company's social initiatives: **163,800 persons**

Number of communities supported: **77 communities**

Number of individuals receiving educational opportunities: **210 persons**

Total value of support **THB 41.6 million**

Corporate Social Responsibility Projects for Community Development and Long-Term Corporate Reputation

"PT Volunteer Camp" Project

In 2025, the Company implemented four projects in the following communities: Huai Sat Yai Subdistrict, Hua Hin District, **Prachuap Khiri Khan Province,** Sa Si Mum Subdistrict, Kamphaeng Saen District, **Nakhon Pathom Province,** Nong Krot Subdistrict, Mueang District, Nakhon Sawan Province, Nong Sadao Subdistrict, Sam Chuk District, **Suphan Buri Province.** A total of **2,752 participants** took part in the following key activities:

Clear Vision for the Community Activity: Provided vision screenings and prescription glasses to **1,429 elderly participants.**

Freshwater Fish Release Activity: Released **10,500 freshwater fish.**

"Planting Forests, Creating Happiness" Activity: Planted **1,700 trees.**

"PT Volunteers Teach and Play" & WORK HARD PLAY HARDER: GEN Z MUSIC CONCERT

Educational Materials and Scholarships Program: Provided educational supplies and scholarships to **202 youths,** totaling **404,000 baht.**

"Safe Riding with PT" Activity provision of **120 safety helmets.**

Sustainable Rice Project: Reducing Methane through Alternate Wetting and Drying (AWD)

The Company, in collaboration with Wave BCG Company Limited (WAVE BCG), has implemented the Sustainable Rice Project: Reducing Methane through Alternate Wetting and Drying (AWD) to enhance quality of life and strengthen occupational stability through knowledge transfer and capacity building in environmentally friendly production practices. The project aims to help farmers reduce production costs, including water, fertilizer, and energy use, while improving productivity and yield per rai. The Company places strong emphasis on community engagement through hands-on workshops, continuous advisory support, the use of monitoring technology, and preparation for carbon credit certification under the T-VER standard. The project also provides forums to gather feedback from farmers and stakeholders.

In addition, the Company connects the project's rice output to social contributions by supporting school lunch programs in the area, enhancing youth nutrition and fostering pride among local farmers. This is carried out alongside ongoing social initiatives under the "PT Volunteer Camp" program, reflecting the Company's commitment to growing sustainably alongside farmers and communities.

on a 500-rai pilot area in Suphan Buri Province.

36 local farmers

PT Prachuap FC Sponsorship and Football Academy Project

The Company supports PT Prachuap FC as an important mechanism for creating shared value with the community and as a learning platform through football that is accessible to people of all ages. The initiative promotes sport as a medium for inspiration, local pride, and sustainable engagement among the club, the community, and youth in the area. In addition, the Company and PT Prachuap FC have continuously developed a Football Academy project for six years to serve as a foundation for youth development among those aged 12–18. The academy focuses not only on athletic skill development but also on instilling discipline, responsibility, teamwork, and essential life skills for long-term growth.

138 youths participate in the program

Throughout its implementation, the academy has successfully developed talented youths into professional football pathways at both club and national levels, including players representing Thailand in the 2025 SEA Games squad and the Thailand senior national team. This reflects the Company's role in leveraging the football club as a platform to create opportunities, systematically develop human capital, and sustainably support youth advancement.

Donation to Residents of Prachuap Khiri Khan Homeless Protection Center (Baan Prachuap Chok)

As the main sponsor of PT Prachuap FC, the Company, together with players and coaching staff, organized a community outreach activity to share encouragement and happiness with residents at the Prachuap Khiri Khan Homeless Protection Center (Baan Prachuap Chok), located in Ao Noi Subdistrict, Mueang Prachuap Khiri Khan District, Prachuap Khiri Khan Province. Mrs. Paithip Nooprom, Head of the Center, represented the organization in receiving the donation. This initiative reflects the Company's commitment to sharing opportunities, fostering a caring society, and supporting inclusive and sustainable living for all.

Total of 427 residents and patients

25 wheelchairs valued at 66,875 baht

3,000 pairs of shorts valued at 120,000 baht

Support for PT Grand Prix of Thailand 2025

The Company has continued its role as the main sponsor of the PT Grand Prix of Thailand 2025 for the second consecutive year. Supporting this world-class sporting event forms part of the Company's shared value creation strategy, integrating business growth with economic and social development, while promoting Thailand's image on the global stage under its sustainability framework.

According to a summary report by the Tourism and Sports Economic Division under the Office of the Permanent Secretary, Ministry of Tourism and Sports, the event significantly contributed to Thailand's tourism and economy. The event was broadcast live in more than 200 countries, reaching over 1 billion viewers worldwide. A total of 498 media representatives from 40 countries participated. These outcomes enhanced Thailand's image and strengthened international confidence.

For the Company, serving as the main sponsor under its sustainability framework reinforces brand strength and stakeholder trust by associating the brand with activities that generate broad positive economic and social impacts. It also enhances engagement with both domestic and international consumers at a global level. This underscores the Company's role as a Thai energy enterprise conducting business responsibly while contributing to national development and supporting sustainable growth in tourism-related industries, ultimately creating long-term shared value for the country, society, and the organization.

224,634 on-site spectators

generated 5,043 million baht in economic circulation

It stimulated spending of over 4,268 million baht

created 7,772 jobs.

Scholarship Program to Support Higher Education

The Company recognizes its role as a socially responsible organization and places strong emphasis on expanding educational opportunities and developing human capital, which are fundamental to sustainable social development.

In the 2025 academic year, the Company launched a scholarship program to support Thai students pursuing higher education, aiming to enhance their academic readiness and ease their families' financial burden. The scholarship details are as follows:

The Company will consider adjusting the scholarship value in line with any future tuition fee increases. Each scholarship will be granted continuously for a total of seven academic semesters, from the second semester of the first year through the second semester of the fourth year of Chulalongkorn University.

Faculty of Engineering: **4 scholarships** for first-year students, valued at **25,500 baht** per scholarship.

Faculty of Commerce and Accountancy: **4 scholarships** for first-year students, valued at **21,000 baht** per scholarship.

"Buy 1 Pair, Give 1 Pair" Project

The Company implemented the "Buy 1 Pair, Give 1 Pair" campaign from December 1, 2024 to February 28, 2025 through its PT Maxnitron product line. The initiative aimed to support students in remote areas while promoting efficient resource utilization. Customers who purchased PT Maxnitron Hi-Commonrail 10W-30 engine oil (6+1 liters) received one pair of eco-friendly socks made from recycled materials. For every purchased, the Company donated one additional pair to students in northern Thailand at Bann Khun Chae School, located in Omkoi District, Chiang Mai Province. The project helped alleviate shortages of clothing during the winter season and promoted basic hygiene among students. This reflects meaningful customer participation in creating shared value for society.

Total sales of **7,600 gallons** of engine oil. = Donate **7,600 pairs** of socks to students.

"Planting People" Project

The Company co-implemented the "Planting People" environmental initiative through the ECOLIFE platform, developed by Kid Kid Company Limited. The project aims to enhance environmental awareness, knowledge, and eco-friendly behavioral changes among youth and communities through practical, measurable activities. A total of 20 universities participated in the program.

eached **142,786 individuals** in raising environmental awareness.

Reduced greenhouse gas emissions by **21,610 tCO2e.**

SROI of **3.13**

33,164 users registered on the platform, and **17,562 actively** participated in environmental activities. In terms of behavioral change, **4,070 users** returned to use the platform more than twice.

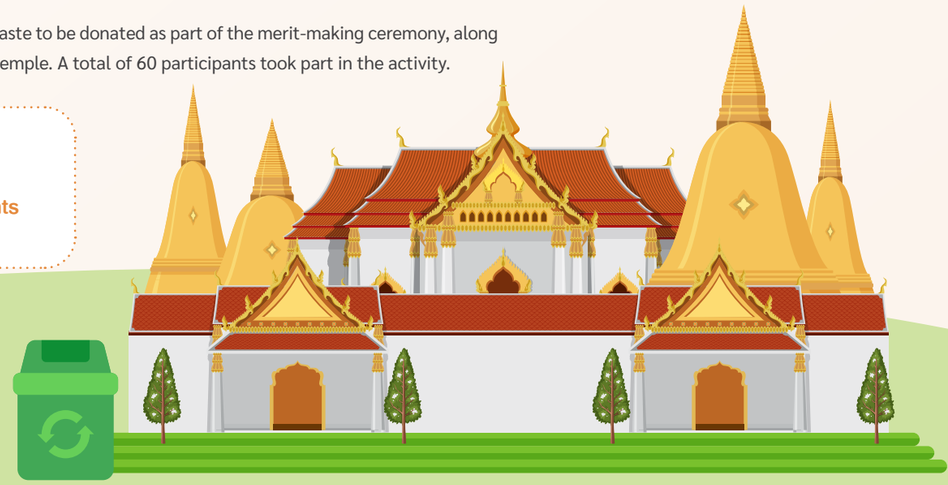
Note: SROI of 3.13 is meaning that for every 1 baht invested, 3.13 baht in social and environmental value was generated.

Kathin from Recyclable Waste for Merit Project – 5th Batch

The Company organized the 5th "Kathin from Recyclable Waste for Merit" initiative at Wat Yai Wanna, located in Nong Khai Nam Subdistrict, Nong Khae District, Saraburi Province. The project aimed to promote proper waste segregation and environmental awareness by encouraging employees and students to sort and donate recyclable waste as a form of merit-making. Educational sessions were also conducted to enhance students' understanding of waste categories and the importance of waste segregation for recycling.

The initiative collected recyclable waste to be donated as part of the merit-making ceremony, along with financial contributions to the temple. A total of 60 participants took part in the activity.

Total of **60 participants**



Social Investment Project for Business Benefits

Sustainable Arabica Coffee and Economic Crop Development Project

The Company has continuously implemented the Sustainable Arabica Coffee and Economic Crop Development Project to rehabilitate degraded mountainous areas into income-generating agricultural land. The initiative focuses on knowledge transfer, farm management support, and market access enhancement to create long-term economic opportunities for farmers.

In 2025, the Company promoted Arabica coffee cultivation by distributing coffee seedlings to farmers. This initiative aims to strengthens upstream-to-downstream integration, enhances raw material security for the business, and supports sustainable income generation while incentivizing farmers to continuously maintain and improve their cultivation areas.

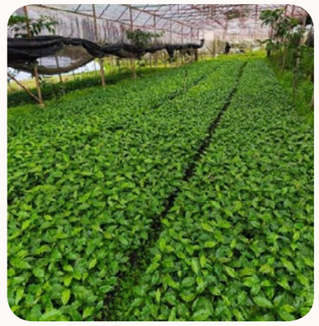
339 farming households

Total area of 1,092 rai

Coffee plant survival rate of 85%

Approximately 30 tons of coffee production purchased

2,683,800 coffee seedlings prepared for 2026, covering an area of 8,946 rai



TU Co-Learning Space by PTG Learning Center Project

Driven by a shared belief in the power of education, the Company and Triam Udom Suksa School have jointly established the TU Co-Learning Space by PTG, a prototype learning center beyond the traditional classroom. The center connects education with real-world experiences, aiming to create accessible, high-quality learning opportunities for youth. It is designed around an Active Learning approach that encourages students to think critically, analyze, take action, and learn from real-life situations. The initiative enhances essential life and career skills, supported by standardized facilities and food services within the Company's business group to accommodate diverse learning activities. These activities cover academic development, life skills, preparation for higher education, and entrepreneurial readiness for the future.

Under this collaboration, the Company and the school have co-developed hands-on curricula and experiential learning activities, such as the "Cup of Inspiration" coffee discovery session and a Slow Bar drip coffee workshop, introducing students to the fundamentals of the coffee business. This initiative reflects the Company's role in supporting youth development through partnerships with educational institutions, leveraging its resources, expertise, and business network to provide meaningful learning opportunities. The project ultimately aims to equip young people with the skills and resilience needed to thrive in a rapidly changing society and future workplace, in alignment with the Company's vision of fostering a society where people can achieve "Well-being and Contentedness."

CBS Café by PTG Joint Venture Project

The Company, in collaboration with the Faculty of Commerce and Accountancy, Chulalongkorn University, has established the CBS Café by PTG joint venture as a comprehensive coffee business learning model. The initiative integrates academic knowledge with real-world business operations, providing students with hands-on experience in managing a café. This practical exposure helps equip students with essential workplace and entrepreneurial skills, including analytical thinking, responsibility, teamwork, and real-time problem-solving. It also fosters a strong foundation in responsible business practices, with net profits from operations allocated to support social initiatives.

At the same time, CBS Café by PTG serves as a learning platform that promotes responsible business conduct. By channeling net profits into social contribution activities, the project extends its positive impact beyond student development to benefit society at large. The initiative reflects the Company's commitment to leveraging its business expertise and resources in partnership with educational institutions to enhance student capabilities, advance business knowledge, and create shared value, while preparing youth for the future world of work.

Cashew nuts from Uttaradit Province

Crispy dried bananas from Kanchanaburi Province

Golden dried longan from Tak Province.

"Sustainable Community Value Chain Project" Project in Collaboration with Electricity Generating Authority of Thailand

PTG Energy Public Company Limited and Punthai Coffee Company Limited, in collaboration with the Electricity Generating Authority of Thailand (EGAT), have launched a project to promote the distribution of quality community products while reducing production costs, decreasing fossil fuel consumption, and supporting the use of clean energy. The initiative aims to enhance community income and improve the quality of life of local communities in a sustainable manner.

Under this initiative, the Company has introduced several community products for sale, These products are sourced directly from community members and undergo sorting and processing through production processes designed to reduce energy consumption and carbon dioxide emissions. The project also promotes the use of renewable energy, such as solar-powered drying.

These products have been available since 1 December 2025 at MaxMart convenience stores and more than 1,500 Punthai Coffee branches nationwide. Through PT station network, the initiative expands market access for environmentally friendly community products. The project aims to increase community income while reducing environmental impacts and supporting the transition toward a sustainable low-carbon society.

Vocational Student Internship Program

The Company implements a vocational student internship program under Siam Autobacs Company Limited to promote professional skill development and create career opportunities for youth. Currently, 35 vocational colleges from all regions of Thailand participate in the program.

In 2025, the Company accepted students for internships, particularly in the automotive technician field. Students gained hands-on work experience under the supervision of experienced staff, enhancing their technical skills, work discipline, and teamwork capabilities, helping students earn income during their studies and reduce their families' financial burden. It also prepares students to enter the labor market with strong practical skills. Some participants have subsequently applied for and secured full-time positions with the Company after completing their internships, reflecting the Company's commitment to human capital development alongside responsible business operations and sustainable employment creation.

- 162 students participated in internship programs
- 35 participating colleges
- Generated total employment value of 11,394,085 baht

Dual Vocational Education Employment Program

In 2025, companies within the PTG Group supported the employment of dual vocational students for in-company professional training. The program provides youth with opportunities to gain hands-on work experience alongside their academic studies, preparing them to enter the labor market with quality skills. The program covered several business units.

This initiative helps reduce financial burdens on students and their families while enhancing professional skills, real-world work experience, and opportunities for continued employment. It reflects the Company's role in youth and human capital development alongside responsible business operations.

A total of 265 dual education students participated in vocational training programs

- Punthai Coffee Company Limited 234 students
- PTG Logistics Company Limited 10 students
- Petroleum Thai Corporation Company Limited 4 students
- Go Subway Company Limited 13 students
- The Company provided tuition support totaling 300,000 baht.

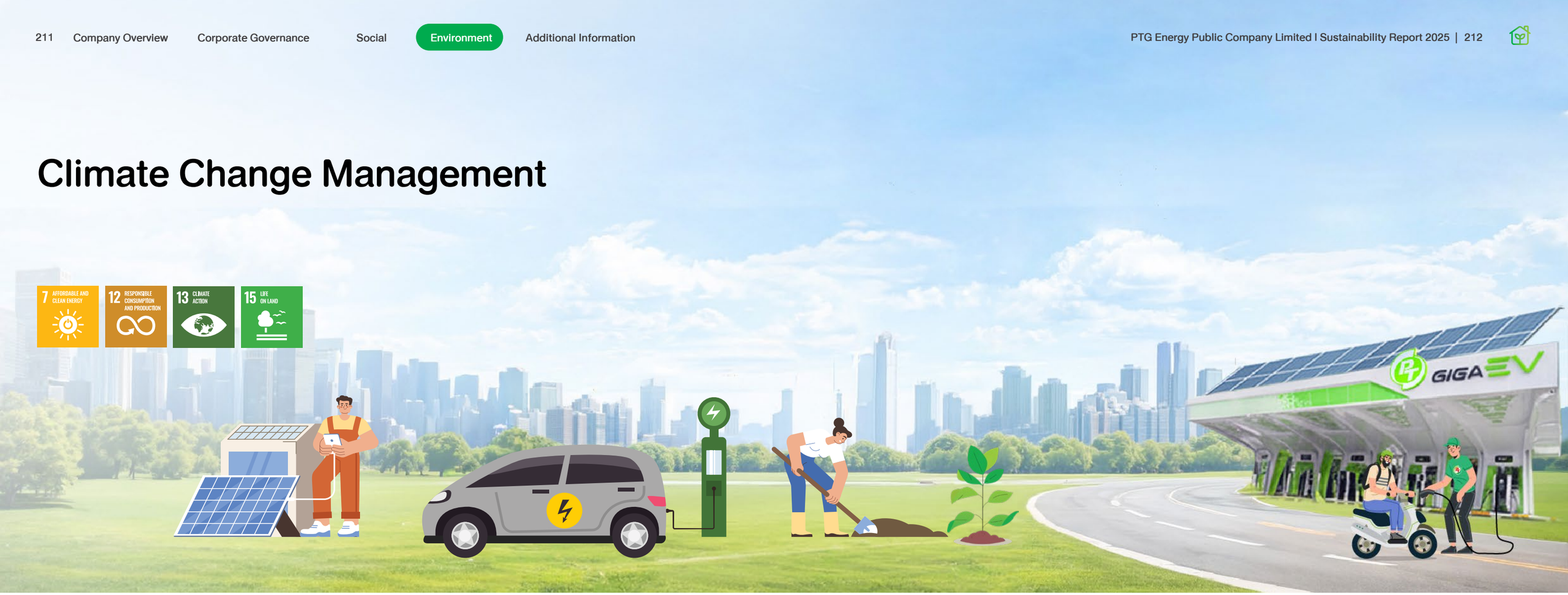
Free Labor-Cost Oil Change Program for the Public

The Company, through its PT Maxnitron product, collaborated with PT Prachuap FC and Prachuap Khiri Khan Technical College to organize a community oil change program. Participants were able to purchase engine oil at a special price and receive oil change services free of labor charges. The program aimed to promote vehicle safety, reduce living expenses for the public, and support hands-on vocational learning for local students. It was held on August 16, 2025, at Prachuap Khiri Khan Provincial Stadium during a football match of PT Prachuap FC.

Students from Prachuap Khiri Khan Technical College, who had been trained in proper and safe oil change techniques, performed the services under the supervision of PT Maxnitron experts. This provided students with valuable real-world experience, strengthened their technical skills, and prepared them for future employment.

- 10 students from Prachuap Khiri Khan Technical College
- A total of 61 gallons of used engine oil were collected

Climate Change Management



Commitment

“ PTG is committed to driving the organization toward **Carbon Neutrality by 2030** through the transition to clean energy, low-carbon businesses, and collaboration with all sectors to address climate change sustainably. ”

Stakeholder Impact

Addressing climate change is a critical factor influencing the expectations of all stakeholder groups. The Company has therefore implemented systematic greenhouse gas reduction strategies while elevating environmental standards across its operations, investments, and innovation initiatives that support decarbonization. These efforts enhance trust, transparency, and long-term value for stakeholders, while strengthening sustainability throughout the value chain.

Business Impact

Climate change presents significant risks related to costs, regulatory compliance, and business continuity. In response to increasingly stringent greenhouse gas regulations, the Company is enhancing energy efficiency and accelerating investments in low-carbon technologies, as well as infrastructure supporting clean energy and the growing adoption of electric vehicles. Although these changes place pressure on traditional operating models, they also create opportunities for the Company to transition toward a sustainable energy business with long-term competitiveness.

Performance Against Targets

1. Renewable energy consumption from Solar Roof installations at operational sites

unit: million kilowatt-hours (kWh).

Performance	5.642
Target	33
	2027

2. Greenhouse gas emissions reduced from the use of Solar Roof renewable energy amounted

unit: tons of carbon dioxide equivalent (tCO_2e)

Performance	2,680
Target	13,460
	2027

3. Expanded the installation network of Elex by EGAT (EV Chargers)

unit: charging units

Performance	208
Target	712
	2027

Management Approach

The Company places strong emphasis on integrated climate change management across its entire value chain. It has established comprehensive strategies covering greenhouse gas (GHG) reduction, enhancement of carbon sinks, and systematic support for the energy transition. The Company aims to reduce direct and electricity-related emissions through energy efficiency improvements, investments in renewable energy, and the development of businesses that help mitigate climate impacts.

In addition, the Company expands its role in reducing indirect emissions by supporting electric vehicle infrastructure, waste management and waste-to-energy initiatives, and promoting environmentally responsible production and consumption alongside business growth. At the same time, the Company prioritizes increasing carbon sequestration through mangrove reforestation and restoration projects, as well as low-carbon agriculture initiatives, with ongoing monitoring of environmental outcomes.

These approaches reflect the Company's concrete commitment to managing climate-related risks and opportunities, while driving progress toward its greenhouse gas reduction targets and long-term sustainable growth.

Climate Change Governance Structure

The Company has integrated the management of climate change–related risks and opportunities into its enterprise risk management (ERM) framework to support sustainable business operations and strengthen stakeholder confidence.

At the board level, the Board of Directors oversees climate-related risks and opportunities in terms of policy direction and strategic guidance through the Risk Management Committee, which comprises members of the Board and senior executives. The Committee is responsible for regularly considering, monitoring, and reviewing climate-related issues.

At the management level, the Enterprise Risk Management Working Team is responsible for assessing, analyzing, monitoring, and managing climate-related risks at the operational level. Meanwhile, the Corporate Governance and Sustainability Committee establishes sustainability policies, provides strategic direction, and ensures compliance with relevant laws and regulations. Progress and performance outcomes are reported to the Board of Directors on a regular basis.

Climate Change Management Strategy

Amid the global transition toward a low-carbon economy and clean energy, the Company recognizes its crucial role in mitigating climate impacts and creating shared value for all stakeholders. Accordingly, the Company has set a target to achieve Carbon Neutrality by 2030 for greenhouse gas emissions under Scope 1 and Scope 2, supported by comprehensive and actionable strategic initiatives.

The Company has established its operational framework under the **3 RE Strategy**, consisting of the following key approaches:

3 RE Strategy

1 Reduce

Enhance energy efficiency and reduce greenhouse gas emissions from operations, while improving systems and technologies to ensure measurable and continuous emission reductions.

2 Reforest

Support and expand carbon sequestration initiatives through reforestation, ecosystem restoration, and natural resource conservation, aiming to generate sustainable benefits for forest areas and surrounding communities.

3 Re-adjust Portfolio

Restructure the business portfolio and investment plans in alignment with low-carbon energy trends, increase the proportion of clean energy–related businesses, and develop new innovations to capture future opportunities arising from carbon reduction efforts.

These three strategic pillars reflect the Company's commitment to driving business growth alongside environmental stewardship, advancing the organization toward a sustainable future in an increasingly dynamic global landscape.

Greenhouse Gas Management

The Company systematically manages greenhouse gas (GHG) emissions to address climate-related risks and support the achievement of its long-term emission reduction targets. This includes the collection of data, monitoring, and assessment of GHG emissions across all relevant activities. The results of these assessments are integrated into business planning and decision-making processes to enhance management effectiveness.

The Company has also established an Internal Carbon Pricing mechanism as a strategic tool to reflect the cost of carbon in investment projects and operational activities that impact GHG emissions. This approach enables the Company to evaluate and prioritize environmentally efficient projects, while encouraging all business units to develop innovations and adopt lower-carbon technologies.

These efforts demonstrate the Company's commitment to minimizing environmental impacts while strengthening business resilience and preparing for future domestic and international carbon-related regulations.

Climate Change Risk and Opportunity Assessment

The Company assesses climate-related risks and opportunities in alignment with the principles of the Task Force on Climate-Related Financial Disclosures (TCFD). This includes identifying climate-related risks and opportunities, as well as conducting scenario analyses based on recognized climate models and transition pathways. The assessment references scenarios from the Intergovernmental Panel on Climate Change (IPCC), particularly the physical risk scenario RCP8.5; the International Energy Agency (IEA), under the Energy Technology Perspectives 2°C Scenario (ETP 2DS) for low-carbon transition; and the Greenpeace, under the Greenpeace Advanced Energy [R]evolution scenario. These analyses enable the Company to effectively manage business impacts arising from climate change and to establish appropriate mitigation measures.

Financial Impact Assessment Results of Climate Change Risks

Impacts from Climate Change Risks

Risks	Categories (TCFD)	Financial Impacts	Timeframe (Short/Medium/Long)
Risks from Natural Disasters	Physical Risk (Acute)	- Revenue: Group revenue may decline due to sales closures. - OPEX: Operating expenses may increase due to workplace restoration costs, insurance premiums, and employee compensation payments.	Short-term
Risks from Permanent Changes in Climate Conditions	Physical Risk (Chronic)	- OPEX: Management costs may increase, potentially affecting the Company's assets.	Long-term
Risks from Compliance with Government Policies and Regulations That May Change	Transition Risk (Policy & Legal)	- CAPEX: The business plan may need to be adjusted to comply with legal requirements, potentially resulting in capital expenditures exceeding the allocated budget. - OPEX: The business plan may need to be adjusted to comply with legal requirements, potentially resulting in capital expenditures exceeding the allocated budget.	Medium-term
Risks from Investments in New Technologies to Address Climate Change	Transition Risk (Technology)	- CAPEX: Investment in new technologies to address climate change may increase overall costs, potentially requiring 25–30% higher capital expenditure.	Medium-term
Risks from Changing Consumer Behavior	Transition Risk (Market)	- CAPEX: Investments in environmentally friendly initiatives to meet evolving consumer expectations may exceed the originally planned budget. - Revenue: Revenue from fuel sales may decrease by approximately 3.74% of total revenue.	Medium-term
Reputational Risks Related to the Company's Environmental Impact	Transition Risk (Reputation)	- Revenue: Environmentally conscious consumers may become dissatisfied and choose not to support the Group's products and services, potentially reducing revenue, profit, and share value. - OPEX: Non-compliance with environmental laws and regulations may result in fines and penalties.	Short-term

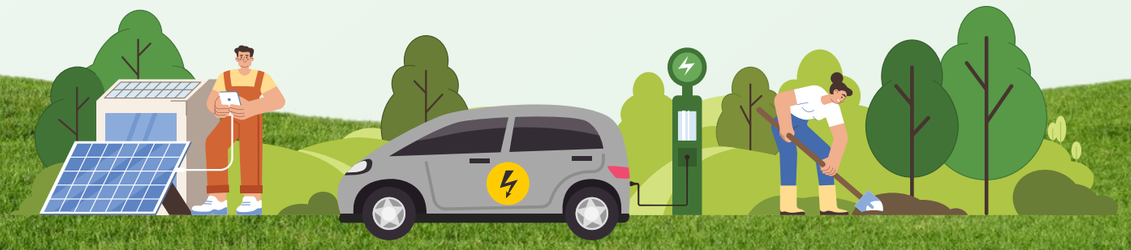
Assessment of Opportunities from Climate Change

Type	Climate-Related Opportunity	Financial Impact Forecast
Resource Efficiency	- Reduce electricity consumption in offices, warehouses, and service stations. - Use renewable energy, such as installing rooftop solar systems at service stations.	- 10% reduction in electricity expenses (OPEX: cost savings in operational management)
Energy Source	- Use and invest in clean energy technologies	- Long-term cost reduction (OPEX: Green Loan interest rate reduced by approximately 1.5%) - Development of new products or innovations to enhance competitiveness (CAPEX) - Government funding support for environmental investments (OPEX
Product & Service	- Design and develop environmentally friendly products and services to respond to evolving consumer needs and behaviors.	- Enhanced market competitiveness in environmentally friendly products and services (Revenue) - Attraction of environmentally focused investors (Revenue) - Revenue from RDF (Refuse-Derived Fuel) sales (Revenue
Market	- Expand into environmentally friendly product and service markets to broaden the base of eco-conscious customers. - Enhance satisfaction among customers who prioritize environmental responsibility.	- Enhanced market competitiveness in environmentally friendly products and services (Revenue) - Attraction of environmentally focused investors (Revenue) - Revenue from sales of eco-friendly cups at Punthai Coffee (Revenue)
Resilience	- Participate in environmental initiatives, such as the Thailand Voluntary Emission Reduction Program (T-VER). - Integrate government clean energy policies into the organization's operations.	- Improved resilience to climate change risks (Revenue) - Revenue from carbon credit sales (based on the assessed period) (Revenue)

Driving the Organization Toward Greenhouse Gas Emission Reduction

The Company has systematically and concretely advanced its greenhouse gas (GHG) reduction efforts to achieve Carbon Neutrality by 2030. Carbon management has been integrated into the corporate strategy, with operational processes designed to incorporate low-carbon principles at every stage, alongside continuous improvements in energy efficiency across all infrastructure.

In addition, the Company is accelerating the adoption of renewable energy, investing in low-carbon technologies, and developing innovations that reduce emissions throughout the value chain. Collaboration with business partners, government agencies, and strategic alliances is actively promoted to drive the low-carbon economy at both organizational and industry levels. The Company also implements carbon offset initiatives in forest areas, communities, and natural ecosystems to enhance long-term carbon sequestration. Transparent monitoring, verification, and reporting systems aligned with international standards are being established. This commitment reflects the Company's proactive role in minimizing environmental impacts while strengthening competitiveness and supporting sustainable growth within the evolving low-carbon economy.



Greenhouse Gas Emissions Inventory

In 2025, the Company collected and prepared its annual GHG emissions inventory, covering the operations of PTG Energy Public Company Limited and its subsidiaries, including PTG Logistics Company Limited and Petroleum Thai Corporation Company Limited. The calculation methodology references internationally recognized standards, including ISO 14064-1:2018, the Greenhouse Gas Protocol, American Petroleum Institute (API 2009), 2006 Guidelines of the Intergovernmental Panel on Climate Change (IPCC), Thailand Greenhouse Gas Management Organization (Public Organization) (TGO)

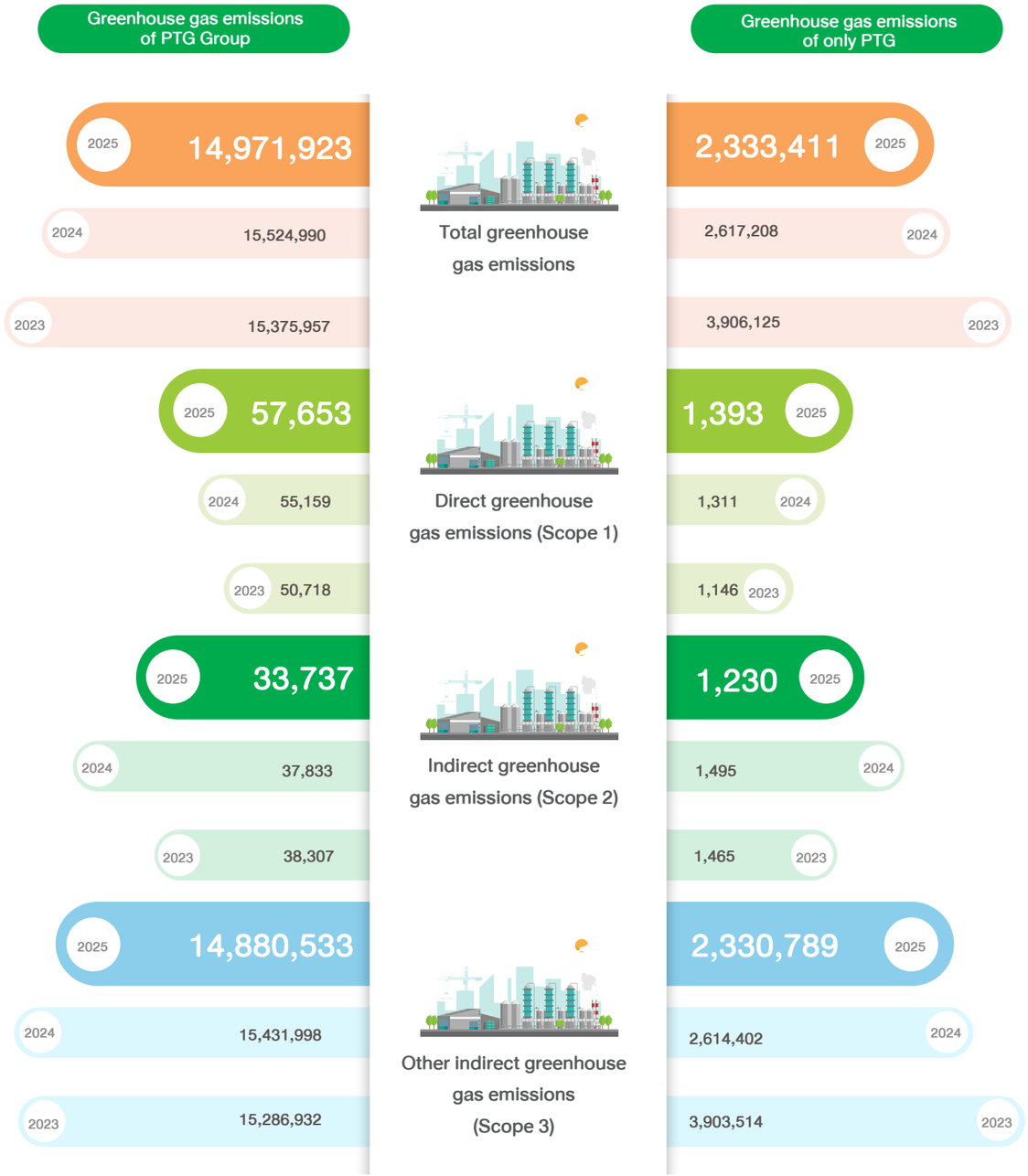
The reported GHG emissions data are currently undergoing verification by an independent third-party verifier accredited under ISO 14065:2020. Upon completion, the data will be registered and certified by the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO). The Company also plans to expand certification coverage to include all business groups in the future to enhance data completeness and alignment with its full operational boundary. Detailed GHG emissions data for each category are presented as follows.

	2021	2022	2023	2024	2025
Direct Greenhouse Gas Emissions (Scope 1)	1,582	55,771	50,718	55,159	57,653
Indirect Greenhouse Gas Emissions (Scope 2)	1,064	31,806	38,307	37,833	33,737
Other indirect Greenhouse Gas Emissions (Scope 3)	13,799,057	20,289,891	15,286,932	15,431,998	14,880,533
Total	13,801.703	20,377.468	15,375.957	15,524,990	14,971,923

Notes:

1. Unit: tons of carbon dioxide equivalent (tCO_2e).
2. The data were compiled using the Operational Control approach as defined by the GHG Protocol.
3. Scope 2 greenhouse gas emissions data for 2018–2020 of PTG and the PTG Energy Group were recalculated based on the Emission Factor from EPPO 2021.
4. The 2020 GHG emissions data covered PTG's operational sites, namely the head office and oil depots. In 2021, the calculation boundary was expanded to include transportation operations. In 2022, the boundary was further expanded to cover service stations. In 2023, the boundary was extended to include distribution centers.
5. During 2021–2023, the Company reported Scope 3 greenhouse gas emissions under a full reporting approach. However, starting in 2024, the Company revised its calculation methodology by selecting only significant categories to ensure that reporting more accurately and appropriately reflects environmental impacts. This approach aligns with the GHG Protocol framework to enhance the efficiency and accuracy of corporate GHG emissions management.
6. In 2024, greenhouse gas emissions increased due to higher fuel consumption in transportation operations, resulting in an increase in direct emissions (Scope 1). This trend corresponds with an increase in other indirect emissions (Scope 3), driven by higher fuel sales volumes.
7. Greenhouse Gas emission calculations and reporting for 2025 were supported by TEAM Consulting Engineering and Management PLC. as the technical consultant.

Greenhouse Gas Emissions by Scope (Unit: tons of carbon dioxide equivalent, tCO_2e)



Greenhouse Gas Reduction Projects Aligned with the Strategy

Reduce : The Company is committed to reducing greenhouse gas emissions at the source by transforming its internal operations to be more environmentally friendly. This includes reducing energy consumption in offices and promoting the use of renewable energy across operational sites. The Company also supports the reduction of resource-intensive materials, such as minimizing paper and plastic usage, and promotes efficient waste management through recycling initiatives. In addition, it fosters a corporate culture that prioritizes sustainability to instil environmental awareness among all employees.

Solar Rooftop

The Company demonstrates its commitment to supporting clean energy and reducing greenhouse gas emissions through the implementation of its solar rooftop project. Installation of solar panels on the rooftops of service stations began in 2020. The project aims to generate electricity from renewable energy sources for use in the Company's operations, thereby reducing reliance on grid electricity and contributing concretely to the reduction of indirect greenhouse gas emissions (Scope 2).

In 2025, the Company expanded the solar rooftop project to three oil depots—Mae Klong Oil Depot, Khon Kaen Oil Depot, and Surin Oil Depot, to further increase the share of renewable energy used in its core operations and continuously enhance energy management efficiency.

The solar rooftop initiative represents one of the Company's key strategies to improve energy efficiency, reduce environmental impacts from business operations, and support the long-term transition toward sustainable energy use, in alignment with its climate change management goals and relevant international standards.

Solar Roof Installation Project in Service Station Areas

Solar Roof Installation Project in Oil Depot Areas

Performance of 2025

Installed at 216 locations

Total prodution capacity: 5,642,203.41 kilowatts per year

Reducing greenhouse gas emissions by up to 2,680 tons of carbon dioxide equivalent (tCO2e), equivalent to planting 260,000 trees.

EV Trucks

PTG Logistics has implemented a project to reduce environmental impacts from transportation, with a focus on lowering greenhouse gas emissions and improving energy efficiency within its logistics operations. One key measure under this initiative was the introduction of **three electric trucks** (Electric Vehicles: EVs) as part of a pilot project in 2025 to reduce reliance on fossil fuels.

The implementation of this pilot project has demonstrated successful outcomes in lowering fuel consumption and decreasing greenhouse gas emissions. This initiative underscores the Company's steadfast commitment to advancing eco-friendly transportation systems, promoting energy efficiency, and contributing to long-term climate change mitigation.

Reforest : The Company is committed to continuously promoting reforestation and ecosystem restoration, placing strong emphasis on collaboration across all sectors, including the public sector, private sector, and local communities, to systematically and sustainably conserve natural resources. The Company carries out activities aimed at restoring forest abundance, enhancing carbon dioxide sequestration capacity, and strengthening ecological balance, while also raising environmental awareness within society. These efforts support balanced development between business growth and the long-term preservation of natural resources.

Sustainable Rice Project: Methane Reduction through Alternate Wetting and Drying (AWD)

The Company places strong emphasis on mitigating climate change impacts throughout its value chain, recognizing that the agricultural sector plays a crucial role in reducing the country's greenhouse gas emissions. As such, it has implemented a pilot low-carbon agriculture project by promoting rice cultivation using the Alternate Wetting and Drying (AWD) method. This approach involves shifting from continuous flooding throughout the growing season to controlled water management aligned with each stage of rice growth. The method reduces anaerobic soil conditions that contribute to methane generation, while also improving soil health and root development, resulting in stronger crops and more efficient water use.

From the project implementation, it is estimated that greenhouse gas emissions can be reduced by approximately **372 tons of carbon dioxide equivalent per year (tCO_2e/year)**, reflecting the agricultural sector's potential contribution toward achieving national climate targets. In addition, the project has been registered as a Premium T-VER project under Thailand's carbon credit certification mechanism, enhancing the credibility of its emission reduction outcomes andsupporting the development of the domestic carbon market.

This initiative demonstrates PTG's role in driving systematic greenhouse gas reduction through the integration of environmentally responsible business practices, in collaboration with partners and local farmers. It also supports the transformation of Thai rice production toward alignment with Net Zero goals and global sustainable agriculture trends, while generating long-term environmental, social, and economic value.

Mangrove Planting Project

To ensure that mangrove planting and restoration generate tangible environmental outcomes, the Company places strong emphasis on continuous maintenance and monitoring of mangrove seedling survival rates throughout the project period. The Company recognizes that planting trees alone is not sufficient; it is equally important to ensure that seedlings can grow and develop into a healthy and resilient mangrove ecosystem over the long term.

In implementing the project, the Company carefully selects appropriate mangrove species suited to site conditions, tidal patterns, and soil characteristics. Planting plans are aligned with seasonal cycles and the natural dynamics of coastal ecosystems. In parallel, regular monitoring and evaluation of post-planting survival rates are conducted through field surveys, ongoing maintenance, and replanting where survival rates fall below established standards. These measures help ensure that restored mangrove forests can effectively regenerate ecosystems and function as long-term carbon sinks.

Based on on-site survival rate assessments, the project achieved an **average seedling survival rate of 83.54%**, reflecting the effectiveness of the planting methodology and maintenance processes in delivering sustainable environmental outcomes.

Re-adjust Portfolio : The Company is committed to restructuring its business portfolio in alignment with the energy transition and greenhouse gas reduction goals. Renewable energy has been designated as one of the Company's eight core businesses for future investment to support sustainable growth, strengthen competitiveness, and create long-term value.

Renewable Energy Business

The Company's waste management and community waste-to-energy power plant business plays a key role in addressing municipal solid waste challenges while reducing greenhouse gas emissions. By diverting waste from landfills, the project helps reduce methane generation and efficiently converts waste into usable energy. The project has a total installed electricity generation capacity of 6 megawatts and is expected to commence commercial operation in 2026.

Building on these initiatives, in 2025, the Company expanded its Circular Economy efforts into tangible actions through the 'Taro Rak Lok Choke Deng' campaign. This campaign was a strategic collaboration with key partners, including Premier Marketing Public Company Limited, Thailand Post, and Sleek EV Company Limited, aimed at encouraging consumers to return non-biodegradable plastic pouches into a systematic management process. This partnership successfully collected **3,079.60 kilograms** of Taro product pouches for conversion into Refuse Derived Fuel (RDF), effectively transforming plastic waste into efficient clean energy and reducing the environmental burden on landfills.

In 2025, the Company's overall waste management operations processed a total of **58,299.59 tons** of community waste. This achievement resulted in a greenhouse gas emission reduction of approximately **140,502.01 tons of carbon dioxide equivalent (tCO_2e).** These results reflect the Company's pivotal role in driving efficient waste management and resource optimization, while simultaneously enhancing the environment and the quality of life for communities in a sustainable manner.

EV Charging Stations

In response to the accelerating transition toward electric mobility, the Company has expanded its role from a conventional fuel service provider to a key enabler of energy infrastructure for next-generation transportation. The Company is committed to developing an accessible and comprehensive EV ecosystem to support the growing adoption of electric vehicles nationwide. To this end, the Company has partnered with Electricity Generating Authority of Thailand (EGAT) to install EV Charging Stations under a strategic network expansion plan that reflects real-world travel patterns. This approach ensures continuous charging accessibility along major routes across the country. The Company aims to expand its network to a total of 400 charging units by 2027.

In 2025, the Company operated a total of **208 EV charging units.** It also launched Giga EV Stations, which are large-scale charging hubs designed to accommodate high-frequency usage and multiple vehicle types, including private passenger EVs and commercial electric fleets. Equipped with high-power charging systems and efficient space management, these stations help reduce charging time constraints and enhance driver confidence for long-distance travel. The expansion of EV charging infrastructure and Giga EV Stations not only supports the electrification of the transport sector but also contributes to reducing downstream greenhouse gas emissions from customer use. This initiative reflects the Company's strategic direction in balancing economic growth, energy transition, and long-term societal sustainability.

Resource and Environmental Management

17 PARTNERSHIPS FOR THE GOALS

Commitment

"Integrating **environmental responsibility** across the entire value chain to enhance resource efficiency and **establish sustainability standards aligned** with international benchmarks."

Stakeholder Impact

A strong and responsible approach to environmental management directly creates positive impacts for all stakeholder groups. The Company has enhanced its operations in line with effective environmental management principles, particularly in sustainable resource utilization, strict pollution prevention and control, and compliance with international standards aimed at minimizing adverse impacts. These efforts strengthen confidence in the Company's growth potential while promoting stakeholder engagement to align with expectations and needs, leading to stable and sustainable long-term growth.

Business Impact

A systematic approach to environmental management forms a critical foundation for business operations. The Company prioritizes minimizing negative environmental impacts by extending best practices across all operational areas to ensure optimal resource and energy efficiency, thereby reducing long-term operating costs. This approach also mitigates legal and reputational risks, enhances competitiveness, and enables the Company to adapt sustainably to changing business environments.

Performance Against Targets

	Performance 2025	Target 2025	Target 2027
Volume of oil spills[1/] that caused significant impact to land or water resources			
Exceeding 1 barrels	1 Case[3/]	0 Case	0 Case
Exceeding 100 barrels	0 Case	0 Case	0 Case
Proportion of waste and hazardous waste properly disposed of in compliance with legal requirements and without environmental impact[2/]	100%	100%	100%
Number of environmental complaints affecting stakeholders	0 Case	0 Case	0 Case
Number of cases or incidents involving legal violations or significant negative environmental impacts	0 Case	0 Case	0 Case

Notes:
[1/] Reported based on Ipieca/API/IOGP (2020) Indicator ENV-6 (Spills to the Environment) and industry benchmarks. Scope encompasses oil terminal operations of PTG Energy PLC and oil transportation services by PTG Logistics Co., Ltd.
[2/] The scope of waste data covers PTG Energy Public Company Limited at its Head Office, distribution centers, oil depots, and PTG Logistics Company Limited across 10 transport offices, including maintenance and office activities.
[3/] The incident was caused by a transportation accident, resulting in an oil spill of 25.16 barrels. Following the occurrence, the Company immediately implemented its spill response and remediation plan. Furthermore, the incident has been analyzed as a case study to identify root causes and establish preventive measures to mitigate the risk of recurrence in the future.

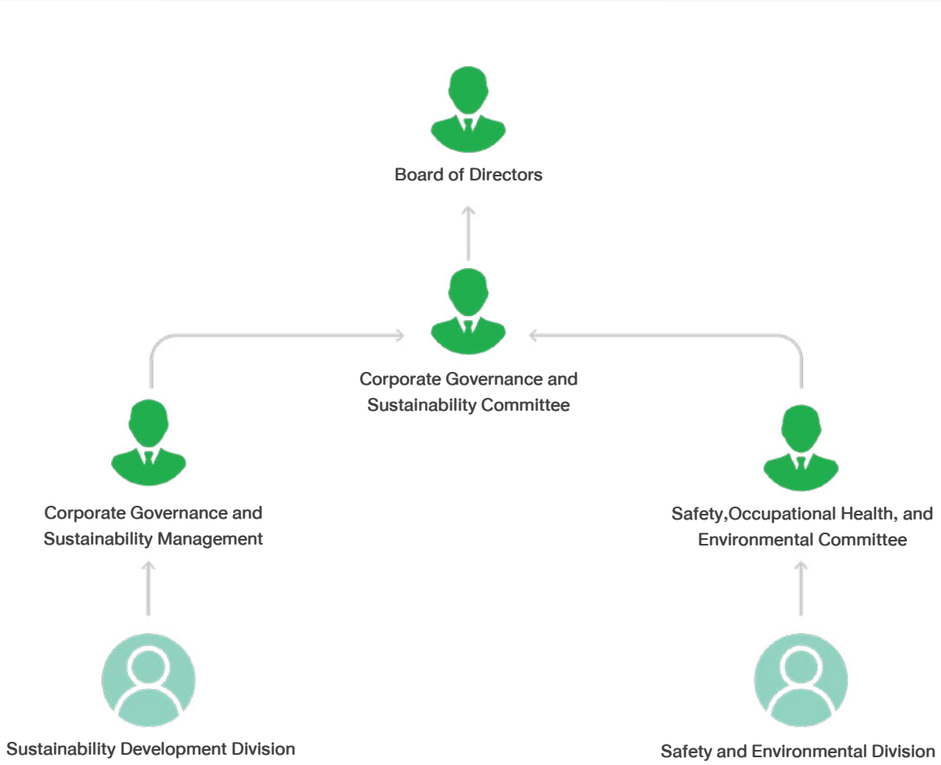
Management Approach

The Company conducts its environmental operations under internationally recognized sustainability frameworks, emphasizing pollution prevention, efficient resource and energy utilization, and strict compliance with environmental laws and regulations, while closely monitoring global climate trends. The Company has strengthened its greenhouse gas reduction measures through energy efficiency improvements, solar energy installations, and systematic greenhouse gas inventory management to support its long-term emission reduction targets.

In addition, the Company continuously monitors and controls environmental quality, covering air, water, and waste management, including the control of volatile organic compound (VOCs) emissions and wastewater treatment systems in compliance with applicable standards. Environmental emergency response plans are also in place to mitigate potential impacts on surrounding communities. The Company further promotes natural resource conservation and biodiversity through community engagement initiatives and has pursued ISO 14001 Environmental Management System certification to ensure continuous alignment with international standards.

Environmental Governance Structure

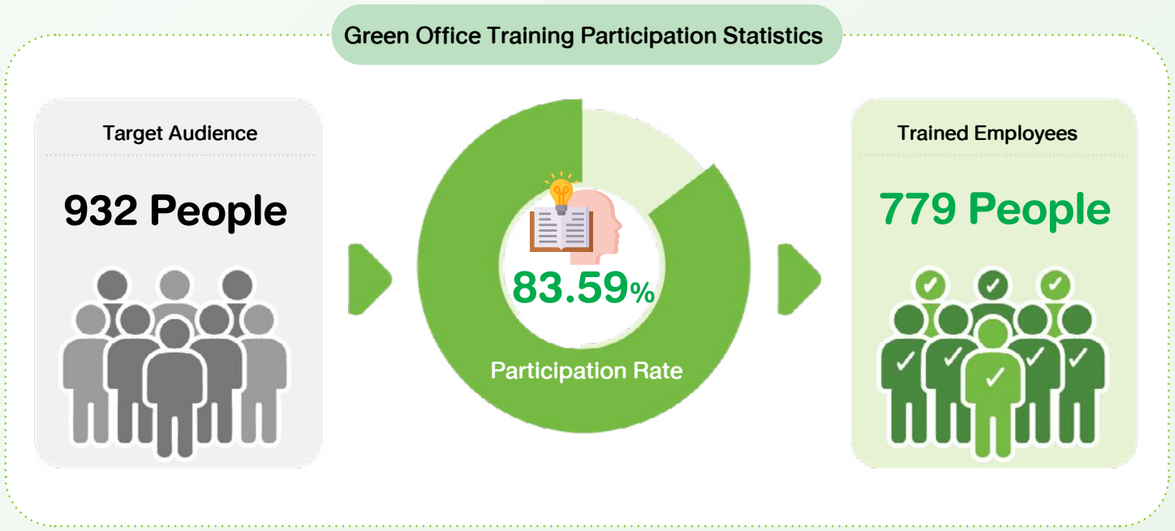
The Group designates the Board of Directors as the highest authority responsible for environmental oversight and strategic approval, ensuring that environmental policies and operations align with the organization's vision and sustainability goals. The Board delegates responsibilities to the senior management team, the Corporate Governance and Sustainability Committee, and the Security, Safety, Occupational Health, and Environment (SSHE) Working Committee to drive implementation, monitor progress, and regularly report performance to the Board of Directors. Executives at all levels are responsible for translating policies into practice, with clearly defined environmental roles and responsibilities across all business units. A formal environmental governance structure has been established, including an Environmental Committee that monitors and reviews performance on a monthly basis, while continuously developing and improving measures in alignment with sustainability objectives. In addition, the Group strictly complies with applicable environmental laws and regulations through continuous legal monitoring and at least annual reviews of compliance obligations. The Company has obtained ISO 14001:2015 Environmental Management System certification for all oil depot locations, as well as Green Office certification for its office premises, reflecting its concrete commitment to conducting business with environmental responsibility.



Environmental Promotion and Awareness Building

The Company places strong emphasis on continuously enhancing employees' knowledge, understanding, and awareness of environmental issues. This ensures that employees at all levels recognize the potential environmental impacts arising from their work activities and actively participate in using resources efficiently and sustainably. The Company has provided e-Learning training through the Green Office course to promote broad access to environmental management knowledge, covering employees across all departments and operational areas.

In 2025, a total of 779 employees completed the training out of 932 targeted participants, representing an 83.58% participation rate. This reflects the organization's strong commitment to strengthening employees' environmental capabilities, as well as their awareness and cooperation in driving the Company toward environmentally friendly and sustainable operations in the long term



Energy Management

Management Approach

Effective energy management is a key mechanism for reducing greenhouse gas emissions while lowering operating costs and minimizing environmental impacts from business activities. The Company has established a systematic energy management approach covering the monitoring, inspection, analysis, and evaluation of energy consumption across all operational processes. This enables the identification of energy usage trends, assessment of efficiency levels, and continuous improvement opportunities.

The Company emphasizes efficient energy utilization through the implementation of energy control measures, improvement of equipment and system efficiency, promotion of energy-saving behaviors among employees, and the use of energy consumption data to support managerial decision-making. These efforts aim to enhance long-term, sustainable energy efficiency and reduce overall energy consumption effectively.

Compliance with Principles and Standards

The Company has adopted the requirements of the Green Office program as a framework for systematically managing and controlling energy and resource consumption within office buildings. Clear guidelines and measures have been established, covering electricity, water, office materials, and equipment usage to promote efficient resource utilization and reduce environmental impacts.

The Company also focuses on fostering employee understanding and participation through communication and practices aligned with the Green Office framework. This ensures employees can effectively implement the measures and recognize their role in reducing energy consumption, using resources appropriately, and minimizing environmental impacts. These practices contribute to greenhouse gas reduction, strengthen the Company's environmental management performance, and support long-term sustainable operations.

Performance

Indicators	Unit	Performance			Targets	
		2023	2024	2025	2025	2027
Ratio of electricity consumption to total fuel sales volume through oil depots	Kilowatt per liter	-5.76%	-1.64%	-14.37%[1/]	-3%	-3%
Ratio of electricity consumption to total fuel sales volume through COCO service stations	Kilowatt per liter	-1.77%	9.38%	2.29%[2/]	-3%	-3%
Electricity consumption rate per person from activities within the head office	Kilowatt-hour per person	23.55	22.38 (-4,97%)	20.74 (-7.33%)	-3%	-3%

Notes: [1/] The electricity intensity relative to oil sales volume through our terminals has decreased significantly. This reduction is attributed to the 2025 Solar Rooftop project implemented across three locations: the Maeklong, Khon Kaen, and Surin Oil Terminals.

[2/] Fuel consumption of corporate vehicles increased due to a higher frequency of business travel, meetings, and interdepartmental coordination, including support for administrative and operational missions, leading to greater fuel usage compared to the previous year.

Energy Reduction Measures Implemented

Electricity Saving Campaign in Operational Areas

The Company continuously implements electricity reduction measures across all operational areas, including the head office and oil depots, by emphasizing systematic energy management alongside awareness-building and employee engagement. Energy-saving guidelines are communicated through internal channels to encourage employees to integrate efficient energy practices into their daily work routines.

The measures include controlling the use of electricity and electrical equipment, such as turning off lights and devices when not in use, setting designated operating hours for lighting and air-conditioning during lunch breaks and after working hours, adjusting air-conditioning temperatures appropriately for specific areas, configuring office equipment to energy-saving mode, unplugging devices after use, and limiting electricity usage to occupied areas only.

Additionally, at oil depot facilities, the Company has implemented energy control measures aligned with operational characteristics, while continuously promoting awareness of efficient energy use among employees. Long-term improvement plans include upgrading lighting systems to LED technology and installing solar power systems to further reduce electricity consumption and sustainably lower the Company's greenhouse gas emissions.

Green Meetings Project: Environmentally Friendly Meetings (Head Office)

The Company has adopted the concept of sustainable meetings by implementing internal Green Meeting guidelines that emphasize efficient resource and energy management. Careful planning is undertaken to ensure appropriate use of meeting room resources, including selecting meeting rooms that match the number of participants, choosing energy-efficient electrical equipment, and utilizing materials and supplies that help reduce resource consumption.

In addition, the Company has established practical guidelines for meeting participants in line with Green Meeting principles, such as turning off lights and electrical equipment after use, unplugging unnecessary devices, and avoiding food consumption inside meeting rooms to reduce energy use and waste generation. These measures promote efficient resource utilization, minimize unnecessary energy consumption, and reduce the organization's overall environmental impact.

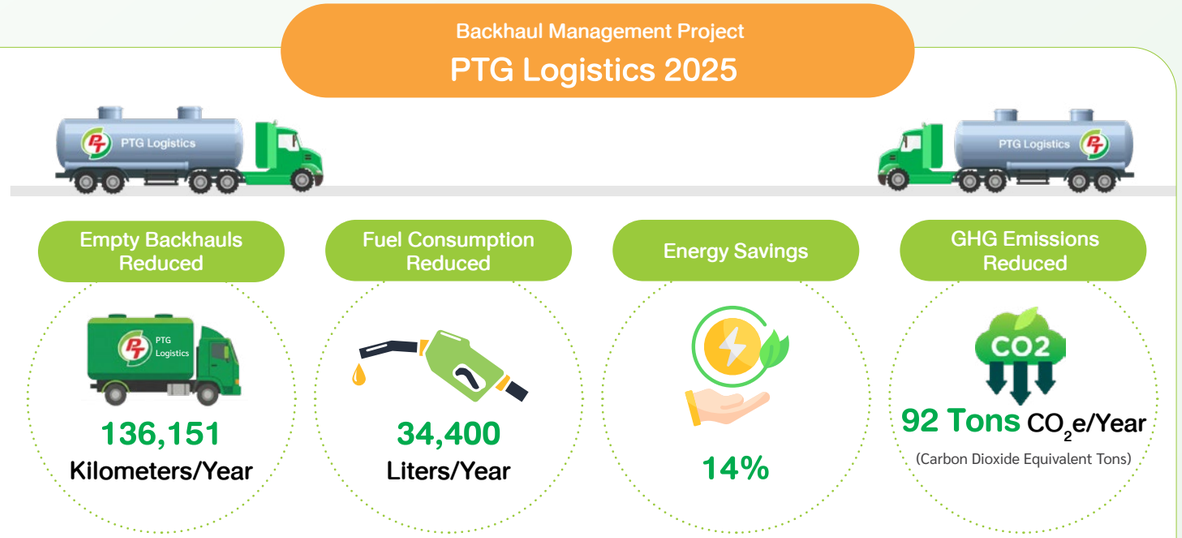
Corporate Vehicle Fuel Consumption Control Project

The Company places importance on systematic and efficient fuel management by continuously monitoring, auditing, and recording fuel consumption data from relevant departments. This enables effective control of fuel usage in alignment with operational plans. The Company also regularly reviews excess fuel consumption charges to analyze root causes and identify opportunities to further improve fuel efficiency. Fuel usage data is compiled into monthly performance reports and presented to management to support performance monitoring, the establishment of control measures, and long-term energy efficiency planning.

Backhaul Management Project

In 2025, the Company implemented a Backhaul Management Project for the transportation operations of PTG Logistics, utilizing B100 biodiesel-powered trucks. The project successfully reduced empty return trips by approximately **136,515 kilometers per year.** This resulted in a reduction of fuel consumption by approximately 34,400 liters, representing energy savings of **14%** compared to the previous transportation model.

The project is estimated to reduce greenhouse gas emissions by approximately **92 Ton of carbon dioxide equivalent (tCO_2e)** per year through reduced fuel consumption and improved transport efficiency. This initiative represents a key measure supporting the Company's greenhouse gas reduction targets and energy efficiency goals, in alignment with its long-term sustainable energy management and business strategy.

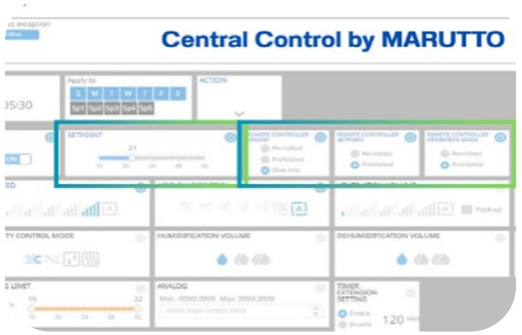


Inno-Green Project at Service Station Areas

The Company is committed to enhancing energy efficiency within its service stations through the application of innovation, technology, and environmentally friendly design concepts. The initiative aims to reduce energy consumption, lower operating costs, and minimize environmental impacts in a tangible manner. Under this project, the Company places strong emphasis on energy-efficient station design, including optimizing building orientation in alignment with sunlight and wind direction, selecting materials that reduce heat accumulation, and designing spaces to maximize the use of natural daylight to decrease daytime electricity consumption. In parallel with building design improvements, service stations have installed energy-saving equipment such as LED lighting and energy-efficient air conditioners (No. 5 energy label) to improve electricity efficiency and reduce greenhouse gas emissions from operations.

Additionally, Max Mart convenience stores located within the service stations have adopted the Marutto system, a cloud-based Heating, Ventilation, and Air Conditioning (HVAC) management system. This system enables centralized control, monitoring, and management of air conditioning operations. Users can access the system via mobile devices or web applications, allowing adjustments to align with actual operating hours and further optimize energy efficiency.

The project has been audited and certified by the Thailand Environment Institute (TEI), reflecting recognized standards in energy and environmental management. Performance results indicate that the project achieved a 20.30% reduction in energy consumption compared to conventional service stations. This demonstrates the effectiveness of integrating green building design, energy-efficient equipment, and intelligent energy management systems in a systematic manner.



Key Support Measures for Goals:

- Global Greenhouse Gas Emission Reduction
- Increased Energy Efficiency
- Energy Management
- Green Sustainable Business

Water Management

Management Approach

The Company has established a water resource management framework that emphasizes efficient resource utilization alongside the prevention and mitigation of potential environmental and community impacts throughout its value chain. Water management is integrated into routine operations and managerial decision-making processes. The Company plans and controls water use across all relevant activities by implementing appropriate water-saving measures, monitoring water consumption, and continuously reviewing water-use efficiency. This enables the identification of opportunities to reduce water consumption and enhance overall water resource efficiency across the organization.

Compliance with Principles and Standards

The Company prioritizes wastewater quality monitoring and control under its organizational water management framework in alignment with GRI 303 Standards. This approach aims to prevent environmental and community impacts in surrounding operational areas. Wastewater quality is regularly monitored based on key parameters such as pH, BOD, COD, TSS, and oil and grease, in compliance with notifications of the Ministry of Industry. Wastewater monitoring serves as an essential tool to ensure that pollutant levels remain within legal and regulatory limits.

Monitoring results are used to evaluate the efficiency of wastewater treatment systems, identify improvement opportunities, and continuously manage environmental risks. Furthermore, the Company plans to expand the scope of wastewater quality monitoring by including Total Dissolved Solids (TDS) as an additional parameter. This enhancement will strengthen the comprehensiveness of water quality monitoring and reinforce sustainable water resource management, reflecting the Company's commitment to transparent environmental operations aligned with sustainable development principles.

Wastewater Quality Monitoring

The Company systematically manages wastewater to prevent adverse environmental and community impacts. Each business unit is required to install wastewater treatment systems or grease traps to manage wastewater at the source and ensure that effluent quality meets legal standards before discharge into public waterways. To ensure effective system performance, wastewater treatment systems and grease traps are cleaned and maintained regularly, at least once per week. Water consumption data from each site is recorded and analyzed to identify usage trends and support the development of appropriate water reduction measures.

Additionally, the Company has communicated water reduction targets organization-wide to raise awareness and encourage employee participation in efficient water use. Awareness campaigns are conducted through internal communications and online training programs, such as the Green Office course, to enhance knowledge and understanding of water and wastewater management. Communication channels are also provided for employees to report malfunctioning or damaged water-related equipment and wastewater treatment systems. This enables timely repairs and improvements, reduces environmental risks, and supports the Company's long-term sustainable water resource management objectives.

Items	Standard Value[1/]	Unit	Average inspection results		
			Oil Depot[2/]	Service Station[3/]	Transportation Office[4/]
1. pH	5.5-9.0	-	7.8	7.6	7.5
2. Biochemical Oxygen Demand (BOD)	20	mg/l	11.1	43	23
3. Chemical Oxygen Demand (COD)	120	mg/l	77.3	134	165
4. Total Suspended Solids	50	mg/l	12.7	21	13.7
5. Oil and Grease	5	mg/l	0.6	5	4
6. Temperature	40	°c	30.2	30.2	33.5

Notes: [1/] Standard values are based on the Notification of the Ministry of Industry Re: Effluent Discharge Standards for Factories B.E. 2560 (A.D. 2017).

[2/] Covers 9 oil depot locations: Mae Klong Oil Depot, Chumphon Oil Depot, Pak Thong Chai Oil Depot, Khon Kaen Oil Depot, Surin Oil Depot, Nakhon Sawan Oil Depot, Phitsanulok Oil Depot, Lampang Oil Depot, and Nong Khae Oil Depot.

[3/] Covers 151 fuel service stations in accordance with the 2025 annual environmental quality monitoring plan.

[4/] Covers 2 transportation office areas: Nong Khae Transportation Office and Si Racha Transportation Office.

Performance

Indicators	Unit	Performance			Targets	
		2023	2024	2025	2025	2027
Ratio of tap water consumption to total fuel sales volume through oil depots	Cubic meter per liter	6.76%	-3.48%[1/]	-15.49%	-2%	-2%
Ratio of tap water consumption to total fuel sales volume through service stations	Cubic meter per liter	-13.80%	7.38%[2/]	51.11%[3/]	-2%	-2%
Water consumption rate per person from activities within the head office	Liter per person	51.89	47.34 (-8.77%)	40.73 (1.04%)	-3%	-3%

Notes: [1/] The ratio of tap water consumption to oil sales volume through oil depots increased due to upgrades to the fire protection system and improvements to water storage tanks for firefighting purposes. These enhancements were implemented to strengthen safety preparedness and ensure compliance with relevant requirements, resulting in a temporary increase in water consumption during the improvement period.

[2/] The ratio of tap water consumption to oil sales volume through service stations increased due to the expansion in the number of service stations and the rise in customer usage, leading to higher water demand for activities within service stations.

[3/] The water intensity relative to oil sales volume through service stations has increased. This is primarily attributed to the expansion of the service station network and service areas, leading to higher water consumption for onsite activities, such as facility cleaning, restrooms, and customer amenities. Additionally, the increase reflects a more comprehensive and accurate data collection process across all operating sites.

Measures Implemented to Reduce Water Consumption

“Every Drop Counts” Project

The Company places strong emphasis on efficient water resource management and has further developed its process improvement concept from the Kaizen initiative into the “Every Drop Counts” project. This initiative focuses on water management in the oil tanker truck washing process.

The project was piloted at the Nong Khae Oil Depot in Saraburi Province, aiming to reduce tap water consumption by reusing reject water from the Reverse Osmosis (RO) drinking water production system. This reject water accounts for more than 80% of the input water volume and is reused to replace tap water in the truck washing process. The reused water meets appropriate quality standards and does not affect operational safety or depot performance standards.

The project results have contributed to reducing dependence on external water sources, minimizing water loss from the production process, and enhancing overall water use efficiency.

Waste and Waste Management

Management Approach

The Company places strong emphasis on systematic waste management throughout its entire value chain, adopting the 3R principles (Reduce, Reuse, Recycle) as the core framework for waste prevention at source, efficient resource utilization, and environmental impact reduction. The organization focuses on designing and improving work processes to minimize unnecessary material usage, while promoting reuse and proper waste segregation to maximize recycling opportunities. A clear waste segregation system has been implemented, covering both hazardous and non-hazardous waste, with defined procedures for handling, collection, recycling, and lawful disposal in compliance with applicable laws and regulations. In addition, the Company has established measures to address oil or chemical spill incidents by preparing spill control and absorption equipment (Spill Kits) in high-risk areas, along with clear procedures for managing waste generated from emergency situations in accordance with environmental requirements. These measures help minimize impacts on soil, water resources, and surrounding ecosystems.

Such initiatives contribute to reducing the volume of waste sent for final disposal, lowering environmental contamination risks, and supporting efficient circular resource use. The Company also continuously monitors and evaluates waste management performance through environmental key performance indicators (KPIs), using the data to improve processes and set long-term waste reduction targets.

Business Activities	Materials Used in Business Activities	Waste Category
Procurement	Paper from documentation	General Waste / Recyclable Waste
Transportation	Paper, PPE (Personal Protective Equipment), and oil-contaminated maintenance equipment	General Waste / Recyclable Waste / Hazardous Waste
Storage	Paper, PPE (Personal Protective Equipment), and oil-contaminated maintenance equipment	General Waste / Recyclable Waste / Hazardous Waste
Marketing	Paper from documentation	General Waste / Recyclable Waste
Sales	• Packaging of lubricants and additive products • Engine oil bottles and cans • Residual packaging waste from lubricant refilling at service stations • Waste from convenience store products, plastic packaging, paper bags, and beverage cups • Expired food or damaged products resulting from station operations and maintenance	General Waste / Recyclable Waste / Hazardous Waste

Sustainable Packaging Management

The Company places strong emphasis on advancing sustainable packaging management throughout its business operations, aiming to reduce environmental impacts while maintaining product quality and safety. The Company adopts a resource efficiency approach, focusing on minimizing materials that generate waste, particularly non-biodegradable plastics, promoting packaging reuse, and increasing the proportion of materials appropriately returned to recycling processes.

These efforts encompass a variety of projects and initiatives, such as campaigns to reduce plastic bag usage in product distribution, as well as collaboration with suppliers to design and develop environmentally friendly packaging. This includes careful material selection, minimizing unnecessary material use, and ensuring packaging is suitable for proper end-of-life management.

In addition, the Company fosters an organizational culture that emphasizes responsible resource consumption through continuous communication and awareness-building among employees at all levels. This encourages reduced use of disposable materials, selection of environmentally friendly alternatives, and active participation in effective waste management, forming a key foundation for long-term sustainable growth.

Compliance with Principles and Standards

The Company is committed to responsible waste management by applying the 3R principles (Reduce, Reuse, Recycle) as a key framework to minimize environmental impacts and enhance resource efficiency. Reduce focuses on preventing waste generation at the source through efficient material use and minimizing unnecessary resource consumption. Reuse encourages the repeated use of materials and equipment to reduce the volume of waste requiring disposal. Recycle promotes proper waste segregation to enable materials to be reprocessed and reused effectively.

Implementation of the 3R principles helps reduce the burden of final waste disposal, lower greenhouse gas emissions from waste treatment processes, and promote efficient circular resource utilization. This reflects the Company’s commitment to sustainable business practices while creating long-term positive environmental and social impacts.

Measures Implemented and Key Initiatives

Waste Type	Waste Management Method
General Waste	Segregated and disposed of according to the collection schedule set by the local municipality or local administrative office.
Recyclable Waste	Segregated and sold to authorized buyers for recycling.
Hazardous Waste	Segregated and handled by licensed transporters and disposal operators registered with the Department of Industrial Works.

Tire Retreading Project

The Company has implemented a tire retreading project for ten-wheel trucks, tractor heads, and semi-trailers to enhance resource efficiency and reduce environmental impacts. Retreaded tires are selectively used for appropriate wheel positions, while new tires are maintained for front and drive wheels to ensure operational safety standards. The use of retreaded tires extends tire lifespan, improves resource efficiency throughout the product life cycle, and reduces the volume of end-of-life tires requiring disposal. This initiative also lowers the demand for virgin raw materials in tire production, contributing to reduced procurement-related environmental impacts and waste generation. In addition, the project delivers tangible operational cost savings. The Company has continuously implemented this initiative since 2022.

In 2025, a total of **1,906 retreaded tires** were installed, resulting in cost savings of approximately **9,739,660 baht.**

The Company continues to implement this project on an ongoing basis, while establishing appropriate tire inspection and maintenance procedures to ensure maximum safety and efficiency in use. The retread tire initiative forms part of the Company's efforts to promote efficient resource utilization in line with circular economy principles, reflecting its commitment to conducting business alongside sustainable environmental stewardship.

Tire Size	Unit	Number of retreaded tires			
		2022	2023	2024	2025
295/80	Tires	509	260	51	-
11R 22.5	Tires	417	670	994	1,906
Total		**926**	**930**	**1,045**	**1,906**

Recycling Waste Segregation Campaign Nong Khae Transport Office, Saraburi Province

In the past year, the Company implemented a waste segregation campaign at the Nong Khae Transport Office in Saraburi Province to promote proper waste management and enhance waste separation efficiency at the source. The initiative focused on building knowledge, understanding, and environmental awareness among all employees in the operational area. As part of the project, communication boards were developed to provide clear guidance on waste categories and proper segregation practices, covering general waste, recyclable waste, and hazardous waste. The Company also conducted comprehensive internal communications to ensure that all employees clearly understood and consistently applied the correct waste separation standards.

This project aims to achieve 100% accurate and complete waste segregation, reduce contamination that affects waste management and disposal processes, and promote efficient resource utilization. It aligns with the 3Rs waste management principles and supports the Company's sustainable environmental operations.

Waste Segregation Point Project at Oil Depot Areas

At the oil depot areas, the Company has continuously implemented initiatives focused on systematic waste management. Designated zones have been established for separating different types of waste, including general waste, recyclable waste, organic waste, and hazardous waste, to ensure proper, efficient, and environmentally friendly waste management. This initiative helps reduce the volume of waste sent directly for final disposal, increases opportunities for material reuse and recycling, and minimizes environmental and health risks associated with the mixing of hazardous waste with other waste types.

In addition, training sessions and awareness campaigns have been conducted to educate employees on proper waste segregation practices. Clear signage and instructional labels have been installed at waste disposal points to enhance understanding and encourage cooperation among employees at all levels in managing waste efficiently and sustainably. Furthermore, the Company has developed communication materials to campaign for the reduction and elimination of foam food containers within oil depot areas. The initiative aims to raise awareness of the environmental impacts of foam usage and encourage employees and on-site personnel to switch to environmentally friendly packaging alternatives, such as recyclable or biodegradable materials. This effort supports the Company's sustainability goals and helps reduce waste that may impact surrounding communities.

Low Emission Support Scheme (LESS)

In 2025, the Company implemented a waste management initiative aimed at reducing greenhouse gas emissions by participating in the Low Emission Support Scheme (LESS). The program seeks to enhance waste management efficiency at the source, reduce the volume of waste requiring disposal, and minimize greenhouse gas emissions generated from waste treatment processes. A total of two projects were carried out under this program, namely:

Lead to Zero Waste X Khun Yim – Udomsuk Market Project

PTG Energy Public Company Limited and Atlas Energy Public Company Limited, in collaboration with CJ Fifteen Company Limited under the name Khun Yim Market @ Udomsuk, supported greenhouse gas reduction initiatives by installing waste segregation bins within the market area. The project aimed to encourage customer participation in waste separation and generate income for employees from recyclable waste.

Prior to project implementation, systematic awareness campaigns and educational activities on proper waste segregation were conducted to build understanding and cooperation among stakeholders. As a result, the project achieved a reduction of 18 kilograms of carbon dioxide equivalent ($kgCO_2e$) in greenhouse gas emissions.

Waste Segregation Project at the Construction Sites of Sikhio 7 and 8 Service Stations

PTG Energy Public Company Limited has promoted waste management practices at the construction sites of Sikhio 7 and 8 service stations, aiming to develop a model construction site for effective waste management and to enhance workers' awareness and understanding. The Company provided technical knowledge, budget support, and waste segregation equipment in collaboration with K. Naksom Company Limited, which conducted training sessions and implemented a waste segregation system categorizing waste into four types: general waste, hazardous waste, organic waste, and recyclable waste (paper, glass, plastic, steel, and aluminum). As a result, workers were able to properly segregate waste, and throughout the project period, a total of 2,926 kilograms of recyclable waste was collected.

Performance

Indicators	Unit	Performance			Targets	
		2023	2024	2025	2025	2027
Proportion of waste and hazardous waste properly disposed of in compliance with legal requirements and without environmental impact	%	100%	100%	100%	100%	100%
Significant oil and chemical spills greater than 1 barrel but not exceeding 100 barrels	Cases	-	-	1[1/]	0	0
Significant oil and chemical spills exceeding 100 barrels	Cases	0	1	0	0	0
Average paper consumption at headquarters	Sheet Per Person	201,902	214,922 (6.45%)	212,063 (-1.33%)	-3%	-3%
Average volume of general waste generated from activities at headquarters	Kg Per Person	2.18	1.77 (-18.81%)	1.54 (-13%)	-3%	-3%

Notes: [1/] The incident was caused by a transportation accident, resulting in an oil spill of 25.16 barrels. Following the occurrence, the Company immediately implemented its spill response and remediation plan. Furthermore, the incident has been analyzed as a case study to identify root causes and establish preventive measures to mitigate the risk of recurrence in the future.

Air Quality Management

Air Quality Management Approach

The Company places importance on managing air emissions from oil depot operations, which may generate Volatile Organic Compounds (VOCs) and other air pollutants from fuel receiving, distribution, and storage activities. The Company has therefore established measures to control and reduce air emissions in compliance with relevant environmental laws and best practices, with a focus on systematic operational improvement, oversight, and management.

The Company conducts regular air quality monitoring in high-risk areas, covering key parameters related to emissions from oil depot activities. Emission data are recorded, analyzed, and evaluated to identify trends, risks, and opportunities for continuous operational improvement. In addition, periodic external audits and verifications are conducted to ensure data accuracy and compliance with environmental requirements, while minimizing impacts on employees, surrounding communities, and the environment in a sustainable manner.

Compliance with Principles and Standards

Air Quality Monitoring

The Company regularly monitors and assesses air quality at emission sources and high-risk areas within oil depots, covering significant air pollutant parameters such as Volatile Organic Compounds (VOCs), in accordance with the criteria, methods, and control standards prescribed by notifications of the Ministry of Natural Resources and Environment.

Monitoring results are recorded, analyzed, and evaluated to track emission trends, assess risks, and review the effectiveness of air quality management practices. The data are also used to support continuous operational improvements. Furthermore, the Company undergoes periodic external audits to verify data accuracy, reliability, and compliance with environmental requirements, while enhancing transparency in disclosures to stakeholders in line with sustainable development principles.

Item	Monitoring Results	Standard Value[1/]	Unit
Total VOCs	0.39[2/]	17	mg/m^3

Notes: [1/] Standard values are in accordance with the Notification of the Ministry of Natural Resources and Environment on the Control Standards for Gasoline Vapor Emissions from Fuel Oil Depots B.E. 2564 (A.D. 2021). Measurements are taken from non-combusted vapor vent stacks, with results calculated at a pressure of 1 atmosphere (760 mmHg), temperature of 25°C, on a dry basis.

[2/] Data represents average measurement results from the Saraburi Oil Terminal area only, as it is located within a specifically designated zone under the Ministerial Notification.

Biodiversity Management

Biodiversity Management Plan

The Company conducts its business with due consideration for biodiversity conservation and the responsible use of natural resources. Its operational framework aligns with the objectives of the Convention on Biological Diversity (CBD) under the United Nations, as well as national biodiversity targets. The Quality, Security, Safety, Health, and Environment (QSSHE) Policy serves as the common operational framework across the Group, supporting systematic and consistent biodiversity management while adhering to the principle of “No Net Loss (NNL).”

In addition, the Company aims to achieve a “Net Positive Impact” on biodiversity within key agricultural supply chains by 2030. This commitment is integrated into the sustainability strategy under the Environmental Stewardship pillar, supporting long-term conservation and sustainable use of natural resources.

Biodiversity Risk Assessment

The Company has established a biodiversity risk assessment process to analyze the sensitivity of environmental impacts arising from business operations and activities throughout its value chain that may affect living organisms and biodiversity resources. The assessment serves as a basis for developing action plans and projects to protect and manage risks that may impact biodiversity. The process includes the following steps:

1

The Company utilizes geospatial tools to prepare and analyze maps of current operational areas and potential future development sites, including oil depots and service stations. These data are compared with areas of biodiversity significance, such as Key Biodiversity Areas (KBAs), Ramsar Sites under the Ramsar Convention, and protected areas classified by the International Union for Conservation of Nature (IUCN), in order to screen biodiversity risks and support preventive decision-making during project planning stages.

2

The Company assesses the potential impacts of its operational activities on biodiversity within its operating areas. The assessment covers oil loading and storage operations, waste generated from operational processes, and water consumption. Areas within a 5-kilometer radius of the operational sites are taken into consideration. The risk assessment is conducted in accordance with the criteria and guidelines of the Biodiversity-Based Economy Development Office (Public Organization) (BEDO) to identify risk levels, impact trends, and to support the development of appropriate biodiversity management measures.

3

The Company regularly monitors and tracks potential impacts on surrounding soil and water resources within its operational areas. Settling ponds and wastewater treatment systems are installed prior to discharge into central drainage systems. Water and soil quality are monitored in compliance with applicable legal requirements and relevant standards for each operational location. If monitoring results indicate values exceeding the prescribed limits, the Company promptly implements corrective and improvement measures to prevent adverse impacts on the environment and surrounding biodiversity in an appropriate and timely manner.

Measures Implemented and Key Projects

Although the Company primarily operates in the downstream energy and retail sectors, which generally have lower resource intensity and pollution levels than upstream industries, it recognizes that operational activities at every stage may still generate environmental impacts. These include energy and resource consumption, waste and wastewater management, greenhouse gas emissions, and environmental risks that may affect surrounding ecosystems and communities.

Accordingly, the Company has established systematic environmental management measures covering prevention, control, monitoring, and continuous improvement. These measures ensure responsible operations in compliance with applicable laws and regulations, while reducing risks and impacts throughout the value chain. They also contribute to enhancing operational efficiency and supporting the Company’s long-term sustainable development goals.

1. Logistics and Transportation Risk Management (Oil Spill Risk)

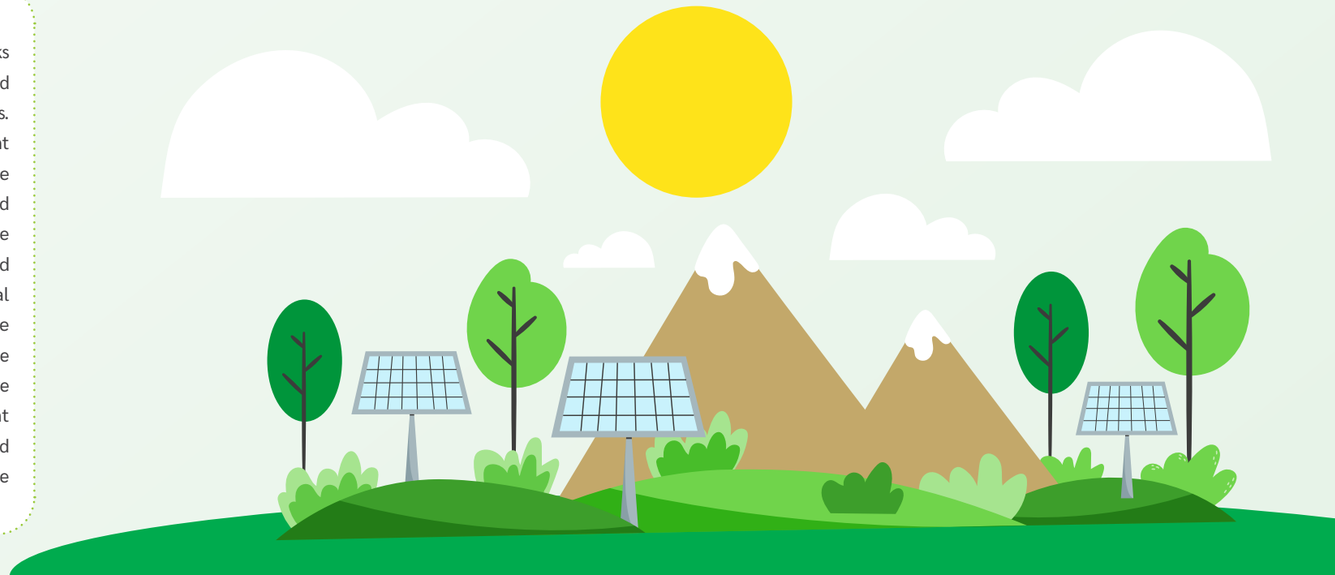
The Company assesses and manages risks associated with potential oil spills during transportation and transfer processes. Operations are conducted in accordance with the ISO 39001 Road Traffic Safety Management System and the Company’s internal PTG Driver Safety Standard. Real-time vehicle tracking systems (GPS) are installed to enhance accident risk control. In addition, Oil Water Separators (OWS) are installed at all oil depots and service stations. The Company also conducts annual emergency response drills in collaboration with local communities and authorities to strengthen preparedness and minimize potential environmental impacts.

2. Waste and Plastic Pollution Management

Within its retail business, the Company recognizes the environmental risks associated with consumer-generated waste that may leak into the environment. To mitigate these impacts, the Company promotes the use of biodegradable packaging at Punthai Coffee. The Company also implements Circular Economy initiatives focusing on waste segregation, upcycling, and recycling of plastic waste to reduce the volume of waste that could negatively impact ecosystems.

3. Marine Ecosystem Conservation Project at Mae Klong Oil Depot

The Company implements coastal ecosystem restoration activities at the Mae Klong Oil Depot, including mangrove reforestation and the release of aquatic species back into their natural habitats. These initiatives help reduce coastal erosion and strengthen sustainable nursery grounds for marine life. In addition, the Company supports the establishment of community waste segregation points in surrounding areas to reduce waste leakage into the Mae Klong River, fostering collaboration between the Company and local communities in conserving natural resources.



Awards of the Year

AAA Sustainability Rating from the SET ESG Ratings 2025

The Company received the highest “AAA” sustainability rating from the Stock Exchange of Thailand under the SET ESG Ratings for 2025. In addition, the Company was selected as one of the Showcases: SET ESG Ratings 2025.

Corporate Governance Assessment: “Excellent” Level

The Company received a 5-Star “Excellent” rating in the Corporate Governance Report of Thai Listed Companies (CGR) for 2025 from the Thai Institute of Directors Association, under the support of the Stock Exchange of Thailand. The Company was also ranked in the Top Quartile among listed companies with a market capitalization of 10,000 million baht or more.

Outstanding Investor Relations Award from the SET Awards 2025

The Company received the Outstanding Investor Relations Award at the SET Awards 2025 in the category of listed companies with a market capitalization between 10,000-30,000 million baht. The awards were organized by the Stock Exchange of Thailand in collaboration with Money & Banking Magazine.

Outstanding Human Rights Model Organization Award 2025

The Company received the Outstanding Human Rights Model Organization Award 2025 (Human Rights Awards 2025) in the Large Business Organization category. The award was presented by the Department of Rights and Liberties Protection under the Ministry of Justice.

“Outstanding CEO” Award from the IAA Awards for Listed Companies 2025

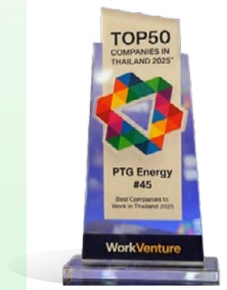
The Company received the “Outstanding CEO” award in the Petroleum Industry (Oil and Gas) category at the IAA Awards for Listed Companies 2025, organized by the Investment Analysts Association.

Best Products and Services of the Year 2025

The Company and Punthai Coffee Company Limited (“PUN”) received the “BUSINESS+ PRODUCT OF THE YEAR AWARDS 2025,” organized by Business+ Magazine in collaboration with the College of Management Mahidol University (CMMU). The Company received the Winner Award in the Automotive-Energy and Oil category (Service Station), while Punthai Coffee Company Limited received the Winner Award in the Consumer Products category (Coffee Shop).

Premium T-VER Award

The Company received the Premium T-VER Award from the Thailand Greenhouse Gas Management Organization (Public Organization) on the occasion of the 11th anniversary of the Thailand Voluntary Emission Reduction Program (T-VER). This award reflects the Company’s success in registering the “Sustainable Rice: Methane Reduction through Alternate Wetting and Drying” project, covering more than 500 rai in Suphan Buri Province, with the participation of 36 farmers.



Top 50 Best Companies to Work For in Thailand 2025 by WorkVenture for the 2nd Consecutive Year

The Company was ranked 45th in the Top 50 Best Companies to Work For in Thailand 2025 list by WorkVenture. The ranking was based on a survey of 12,559 respondents, primarily young professionals aged 22-35 with at least a bachelor’s degree, working in Bangkok and surrounding metropolitan areas.

HR Asia Best Companies to Work For in Asia Thailand 2025 (Gold Winner) for the 5th Consecutive Year

The Company received the “HR Asia Best Companies to Work For in Asia Thailand 2025 (Gold Winner)” award from HR Asia Magazine for the fifth consecutive year.

HR Excellence Awards 2025: Excellence in Employer Branding for the 2nd Consecutive Year

The Company received the prestigious Excellence in Employer Branding award at the HR Excellence Awards 2025 for the second consecutive year.

Best Employer Award 2025 from TISCO

The Company received the Best Employer Award 2025 in the category of “Award of Excellence for Promoting Provident Fund Savings and Employees’ Financial Well-being” from TISCO Financial Group.

Organization Promoting Employment and Income for Elderly Persons Award 2025

Petroleum Thai Corporation Company Limited received the Organization Promoting Employment and Income for Elderly Persons Award 2025 at the Senior Job Connect: Good Jobs, Good Life, No Retirement event.

EIA Monitoring Awards 2025

The Company received the Outstanding Award at the EIA Monitoring Awards 2025, presented by the Ministry of Natural Resources and Environment Thailand through the Office of Natural Resources and Environmental Policy and Planning (ONEP). The award was granted to the jetty project of PTG Energy Public Company Limited.

Safety Awards 2025 from the Ministry of Labor

PTG Energy Public Company Limited and Max Solution Service Company Limited received three safety awards in 2025 from the Ministry of Labor, including Zero Accident Campaign, Safety Culture Together in the Workplace, and Thailand Safety Award.

Outstanding Establishment for Safety, Occupational Health, and Work Environment Award 2025 (National Level)

The Company received awards covering two locations, including the Head Office (1st year) and the Khon Kaen Oil Depot (2nd year) from the Department of Labor Protection and Welfare.

Organizational Health Promotion Mechanism Development Project Award

The Company received awards covering two locations, including the Head Office and the Khon Kaen Oil Depot for the second consecutive year. The awards were presented by the Department of Labor Protection and Welfare under the Ministry of Labor, in collaboration with the Thai Health Promotion Foundation (ThaiHealth).

Sustainability Performance Data

Economic performance

GRI	Data	Unit	2021	2022	2023	2024	2025
201-1	**Direct economic value generated**						
	Revenue	Million THB	133,758.82	179,422.42	198,811.06	225,812.95	224,341.30
	Economic value distributed						
	Operating cost	Million THB	123,626.89	167,414.48	185,889.30	211,043.06	206,852.11
	Employee and Executive wage and benefit [1/]	Million THB	2,894.67	3,254.35	3,849.52	4,613.82	5,898.19
	Dividend payments	Million THB	417.50	334.00	584.50	584.50	584.50
	Income tax payment	Million THB	260.60	361.06	260.82	447.77	319.89
	Community investments	Million THB	141.73	143.56	193.21	193.95	242.09
	- CSR management overheads [2/]	Million THB	0.94	6.49	14.01	14.7	13.9
	- In-kind donation [3/]	Million THB	140.79	137.07	179.20	179.25	228.19
	- Employee volunteer hours [4/]	Hours	880	2,488.00	1,984.00	1,600.00	1,600.00
	- Employee training and development costs [5/]	Million THB	9.29	28.57	25.76	42.19	17.7
	Economic value retained	Million THB	6,417.43	7,914.97	8,033.71	8,929.85	10,444.52
2-27	**Significant instances of non-compliance with laws and regulations**						
	Environmental	Case	-	-	-	0	0
	Social	Case	-	-	-	0	0
	Economic	Case	-	-	-	0	0
102-34	**Complaints inconsistent with corporate governance, moral and business ethics principles**						
	Number of complaints inconsistent with corporate governance, moral and business ethics principles	Cases	28	21	46	37	47
205-2	**Communication and Training Programs on Anti-Corruption Policy**						
	Total Number of Employees Who Have Received Training on the Anti-Corruption Policy	Persons	-	-	-	419	109
205-3	**Confirmed Corruption Incidents and Related Actions**						
	Cost of fines, penalties in relation to corruption	THB	0	0	0	0	0

Remark:

Financial statements of PTG Energy Public Company Limited as of December 31, 2025.

[1/] Data cover employee and executives of PTG Energy Company Limited and its subsidiaries.

[2/] Operating expenses of PTG Energy Public Company Limited's CSR activities which cover cost of transportation, accommodation, CSR employee salary and miscellaneous.

[3/] Product or service donation.

[4/] Volunteer hour of PTG employee.

[5/] Trainining and potential development cost of PTG Energy Company Limited and its subsidiaries.

Social Performance

GRI	Data	Unit	2021		2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Human Resources Management												
102-7	**Employment**											
	All employees	Persons		16,727		19,873		21,225		25,619		28,460
		Persons	6,135	10,592	7,235	12,638	7,515	13,710	8,745	16,874	7,903	20,557
102-8	**By area**											
	Bangkok	Persons	881	1,403	1,136	1,722	1,287	2,126	948	1,545	1,260	3,109
	Others	Persons	5,254	9,189	6,099	10,916	6,228	11,584	6,457	11,386	6,643	17,448
	By Employment Type											
	- Permanent	Persons	6,072	10,486	7,155	12,495	7,446	13,570	8,469	16,642	7,725	20,265
	- Temporary	Persons	63	106	80	143	69	140	276	232	178	292
	- Temporary	%	1.03	1.00	1.11	1.13	0.92	1.02	3.16	1.37	2.25	1.42
2-8	**Workers covered by an occupational health and safety management system**											
	- Workers who not employees (Contractor)	Persons		-		-		492		492		25,120
202-2	**Proportion of senior management hired from the local community**											
	Senior management at significant locations of operation that are hired from the local community (Level 9 up)	Persons		-		63		63		86		60
		% of total senior managements who are full-time employees		-		35.39		30.85		41.55		30.46
405-1	**By Age**											
	<30 years	Persons		8,433		9,300		9,554		11,939		14,434
		% of toal Employee		50.42		46.80		45.01		46.60		50.72
		% of FTEs		50.67		47.06		45.24		47.07		51.14
		Persons	3,054	5,379	3,346	5,954	3,300	6,254	3,954	7,985	3,513	10,921
		% of toal Employee	20.81	34.97	16.84	29.96	15.55	29.47	15.43	31.17	12.34	38.37
	30-50 years	Persons		7,291		9,341		10,368		12,159		12,598
		% of toal Employee		43.59		47.00		48.85		47.46		44.27
		% of FTEs		43.81		47.27		49.09		47.94		44.63
		Persons	2,714	4,577	3,443	5,898	3,748	6,620	4,241	7,918	3,867	8,731
		% of toal Employee	16.23	27.36	17.33	29.68	17.66	31.19	16.55	30.91	13.59	30.68
	>50 years	Persons		1,003		1,232		1,303		1,521		1,428
		% of toal Employee		6.00		6.20		6.14		5.94		5.02
		% of FTEs		6.03		6.23		6.17		6.00		5.06
		Persons	367	636	446	786	467	836	550	971	523	905
		% of toal Employee	2.19	3.80	2.24	3.96	2.20	3.94	2.15	3.79	1.84	3.18

Social Performance

GRI	Data	Unit	2021		2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
405-1	**By Management Level**											
	Management (Level 9 - 14)	Persons	100	56	115	63	130	71	127	80	113	84
		% of total employees	0.60	0.33	0.58	0.32	0.61	0.33	0.50	0.31	0.40	0.30
	Supervisor (Level 5 - 8)	Persons	1,199	1,587	256	289	318	331	340	409	356	438
		% of total employees	7.17	9.49	1.29	1.45	1.50	1.56	1.33	1.60	1.25	1.54
	Operation (Level 1 - 4)	Persons	4,836	8,949	6,864	12,286	3,770	6,579	4,165	8,677	3,897	12,768
		% of total employees	28.91	53.50	34.54	61.82	17.76	31.00	16.26	33.87	13.69	44.86
	By Religion											
	Buddhism	Persons	6,012	10,358	7,077	12,335	7,266	13,359	8,451	16,381	7,637	19,895
		% of total employees	35.94	61.92	35.61	62.07	34.23	62.94	32.99	63.94	26.83	69.91
	Christianity	Persons	27	33	25	48	24	51	35	55	32	83
		% of total employees	0.16	0.20	0.13	0.24	0.11	0.24	0.14	0.21	0.11	0.29
	Islam	Persons	96	201	132	255	142	288	135	363	110	419
		% of total employees	0.57	1.20	0.66	1.28	0.67	1.36	0.53	1.42	0.39	1.47
	Hindu	Persons	-	-	0	1	0	0	0	0	0	0
		% of total employees	-	-	0.00	0.01	0	0	0.00	0.00	0.00	0.00
	not specified	Persons	-	-	0	0	83	12	75	124	124	160
		% of total employees	-	-	0.00	0.00	0.39	0.06	0.29	0.48	0.44	0.56
	By Religion Only in Management Level											
	Buddhism	Persons	-	-	-	-	187		200		189	
		% of total managers	-	-	-	-	93.03		96.62		95.94	
	Christianity	Persons	-	-	-	-	6		3		3	
		% of total managers	-	-	-	-	2.99		1.45		1.52	
	Islam	Persons	-	-	-	-	2		3		3	
		% of total managers	-	-	-	-	1		1.45		1.52	
	Hindu	Persons	-	-	-	-	0		0		0	
		% of total managers	-	-	-	-	0		0.00		0.00	
	not specified	Persons	-	-	-	-	6		1		2	
		% of total managers	-	-	-	-	2.99		0.48		1.02	
	Women Workforce Ratio											
	All women in management positions	Persons	-	56	-	63	-	71	-	80	-	84
		% of total management positions workforce	-	45.16	-	35.49	-	0.35	-	0.31	-	0.30

Social Performance

GRI	Data	Unit	2021		2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
	Women in top management positions	Persons	-	10	-	10	-	14	-	13	-	12
		% of total management positions workforce	-	34.48	-	22.22	-	25.93	-	9.29	-	29.27
	Women in junior management positions	Persons	-	29	-	53	-	57	-	67	-	72
		% of total top management positions	-	37.18	-	39.85	-	38.78	-	42.41	-	46.15
	Women in management positions in revenue generating functions	Persons	-	14	-	14	-	14	-	14	-	14
		% of total junior management positions	-	31.11	-	29.17	-	28.57	-	36.84	-	43.75
	Women in STEM-related positions	Persons	-	61	-	70	-	231	-	58	-	13
		% of total STEM positions	-	31.28	-	32.41	-	53.23	-	67.44	-	68.42
	Employees with Disabilities											
	Employees with Disabilities	Persons		162		160		194		195		226
		% of total employee		0.97		0.81		0.91		0.76		0.79
		% of FTEs		0.97		0.81		0.92		0.77		0.80
		Persons	74	88	62	98	76	118	95	100	103	123
		% of total employee	0.44	0.53	0.31	0.49	0.36	0.56	0.37	0.39	0.36	0.43
401-1	**New Employees**											
	All new employees	Persons		13,330		16,447		10,218		6,189		11,242
		Persons	5,488	7,842	6,814	9,633	3,556	6,662	1,432	4,757	1,559	9,683
	New hire rate	%		79.69		82.76		48.14		24.16		39.50
			32.81	46.88	34.29	48.47	16.75	31.39	5.59	18.57	5.48	34.02
	By Management Level											
	Management (Level 9 - 14)	Persons	35	21	33	18	24	16	31	33	33	28
		% of total employee	0.21	0.13	0.17	0.09	0.11	0.08	0.12	0.13	0.12	0.10
	Supervisor (Level 5 - 8)	Persons	154	177	83	73	89	76	91	130	109	136
		% of total employee	0.92	1.06	0.42	0.37	0.42	0.36	0.36	0.51	0.38	0.48
	Operation (Level 1 - 4)	Persons	703	1,103	785	1,318	901	2,005	1,306	4,598	1,417	9,519
		% of total employee	4.20	6.59	3.95	6.63	4.24	9.45	5.10	17.95	4.98	33.45
	By Age											
	<30 years	Persons	4,002	5,114	4,657	6,046	2,170	3,828	657	3,535	835	7,486
		% of total employee	23.93	30.57	23.43	30.42	10.22	18.04	2.56	13.80	2.93	26.30
	30-50 years	Persons	1,165	2,089	2,003	3,275	1,292	2,584	750	1,213	697	2,188
		% of total employee	6.96	12.49	10.08	16.48	6.09	12.17	2.93	4.73	2.45	7.69
	>50 years	Persons	98	248	154	312	94	250	25	9	27	9
		% of total employee	0.59	1.48	0.77	1.57	0.44	1.18	0.10	0.04	0.09	0.03

Social Performance

GRI	Data	Unit	2021		2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
401-1	**By Religion**											
	Buddhism	Persons	5,343	7,696	6,654	9,384	3,447	6,499	1,344	4,559	1,444	9,278
		% of total employee	31.94	46.01	33.48	47.22	16.24	30.62	5.25	17.80	5.07	32.60
	Christianity	Persons	31	26	24	29	9	20	16	27	15	65
		% of total employee	0.19	0.16	0.12	0.15	0.04	0.09	0.06	0.11	0.05	0.23
	Islam	Persons	114	120	132	217	70	139	33	139	40	257
		% of total employee	0.68	0.72	0.66	1.09	0.33	0.65	0.13	0.54	0.14	0.90
	Hindu	Persons	-	-	0	0	0	0	0	0	0	0
		% of total employee	-	-	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Not specified	Persons	-	-	4	3	30	4	39	32	60	83
		% of total employee	-	-	0.02	0.02	0.14	0.02	0.15	0.12	0.21	0.29
	Internal Hire											
	Percentage of vacancies filled by internal candidates (Internal Hire)	% of all vacancies	32.68	42.33	24.82	52.56	25.34	42.39	34.05	61.3	13.77	36.44
	Recruitment Cost											
	Average recruitment cost	baht/person	1,136.15		706.82		654.18		834.63		1,110.49	
401-1	**Turnover**											
	Turnover rate	Persons	1,975		3,568		3,402		5,588		8,951	
		Persons	542	1,433	1,104	2,464	1,125	2,277	1,714	3,874	1,329	7,622
		% of total employee	11.81		17.95		16.03		21.81		31.45	
		% of total employee	3.24	8.57	5.56	12.40	5.30	10.73	6.69	15.12	4.67	26.78
	Voluntary employee turnover rate	Persons	1,959		3,546		2,859		4,376		8,071	
		Persons	534	1,425	1,088	2,458	931	1,928	1,306	3,070	1,155	6,916
		% of total employee	11.71		17.84		13.47		17.08		28.36	
		% of total employee	3.19	8.52	5.47	12.37	4.39	9.08	5.10	11.98	4.06	24.30
	By Age											
	<30 years	Persons	280	887	479	1,577	460	1,324	783	2,511	662	5,538
		% of total employee	1.67	5.30	2.41	7.94	2.17	6.24	3.06	9.80	2.33	19.46
	30-50 years	Persons	242	534	576	865	608	916	861	1,318	626	2,058
		% of total employee	1.45	3.19	2.90	4.35	2.86	4.32	3.36	5.14	2.20	7.23
	>50 years	Persons	12	4	33	16	57	37	70	45	41	26
		% of total employee	0.07	0.02	0.17	0.08	0.27	0.17	0.27	0.18	0.14	0.09
401-3	**Paternity Leave**											
	Number of employees entitled to paternity leave	Persons	-	10,598	-	11,275	-	13,710	-	17,128		20,717

Social Performance

GRI	Data	Unit	2021		2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
	Number of employees taking parental leave	Persons	-	402	-	375	-	453	-	372		486
	Number of employees returning to work after paternity leave	Persons	-	227	-	360	-	322	-	372		302
	Number of employees returning to work after maternity/paternity leave and continuing to work for another one entire year	Persons	-	227	-	236	-	175	-	251		262
	Rate of employees returning to work	%	-	56.47	-	62.93	-	38.63	-	67.47		53.91
	Freedom of Association											
	Ratio of employees representing in the Welfare Committee	% of total employee	0.28	0.17	0.22	0.10	0.19	0.09	0.06	0.06	0.18	0.11
	Long-term Incentive for Employees											
	Employees below the senior levels, or serving in a position that is 2 levels below the CEO, and entitled for long-term incentives	Persons		16,689		10,046		21,207		25,603		28,452
		% of total employee		99.77		50.55		99.92		99.94		99.97
		Persons	6,107	10,582	3,861	6,185	7,501	13,706	8,733	16,870	7,897	20,555
		% of total employee	31.51	63.26	19.43	31.12	35.34	64.57	34.09	65.85	27.75	72.22
	Employees Provident Fund											
	All employees who are eligible to apply for a provident fund after passing probation	Persons	7,977		9,145		10,165	9,953	18,920		21,498	
		% of total employee	47.69		46.02		47.89		73.85		75.54	
405-2	**Average and Ratio salary and remuneratin (women : men)**											
	Mean gender pay gap	%	-		4.61		19.00		29.29		24.30	
	Median gender pay gap	%	-		-5.90		2.00		23.91		-7.29	
	Mean bonus gap	%	-		21.80		26.00		22.73		-14.29	
	Median bonus gap	%	-		20.56		18.00		0.68		19.47	
	Average annual salary and other incentives by level											
	Average compensation of top executives (base salary only)	baht/person	-	-	3,184,572	3,353,825	3,302,362	2,797,425	3,470,264	2,983,351	3,658,958	3,951,176
	Average compensation of top executives (base salary and other incentives)	baht/person	-	-	3,580,638	3,971,835	3,838,940	3,387,313	4,933,626	3,865,402	3,907,103	4,323,176
	Average compensation of executives (base salary only)	baht/person	-	-	1,340,969	1,394,785	1,466,065	1,481,573	1,563,350	1,508,797	1,636,580	1,617,099
	Average compensation of executives (base salary and other incentives)	baht/person	-	-	1,501,393	1,535,223	1,692,546	1,713,591	1,843,746	1,672,557	1,707,637	1,692,919
	Average employee compensation	baht/person	-	-	295,557	218,095	306,992	234,700	318,175	229,710	267,959	180,647
	Average salary and other incentives ratio by level											
	Top executives (base salary only)	women : men	-	-	1.05		0.85		0.86		1.08	
	Top executives (base salary and other incentives)	women : men	-	-	1.11		0.88		0.78		1.11	
	Executives (base salary only)	women : men	-	-	1.04		1.01		0.97		0.99	
	Executives (base salary and other incentives)	women : men	-	-	1.02		1.01		0.91		0.99	
	Employees	women : men	-	-	0.74		0.76		0.72		0.67	

Social Performance

GRI	Data	Unit	2021		2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
404-1	**Training and Development**											
	Total hours of training and development	Hours/year	137,925.75		386,240.71		159,738.50		525,918.71		380,685.92	
	Average hours of training	Hours/person/year	8.24		19.44		7.56		20.94		15.93	
	Average days of training	Days/person/year	1.03		2.43		0.95		2.62		1.99	
	Total number of employees trained	Persons	-	-	682	854	8,214	17,065	6,265	10,512	6,623	17,280
	Average hours per FTE of training	Hours/person/year	9.55	7.56	20.69	18.89	7.05	8.58	36.48	12.64	18.78	11.46
		Hours/person/year	8.29		19.55		7.62		20.73		13.49	
	Training and Development Hours by Management Level											
	Management (Level 9 - 14)	Hours/person/year	146.70	173.09	57.38	61.45	13.93	12.92	22.18	22.73	29.2	23.8
	Supervisor (Level 5 - 8)	Hours/person/year	4.09	4.23	135.14	181.71	4.46	4.26	27.25	25.24	31.12	29.49
	Operation (Level 1 - 4)	Hours/person/year	6.15	8.9	25.76	34.85	6.28	6.35	22.22	12.94	13.62	12.84
	Training and Development Expenses											
	Average amount spent per FTE on training	baht/person/year	696.66	478.39	1,880.49	1,196.60	1,381.81	1,146.47	2,226.25	1,370.56	927.38	515.57
		baht/person/year	558.44		1,445.60		1,229.23		1,660.92		629.58	
		baht	9,293,873.65		28,567,143.24		25,761,652.17		42,129,147.98		17,769,921.14	
	Training and Development Expenses by Mangement Level											
	Management (Level 9 - 14)	baht/person/year	20,130.97	27,702.68	30,775.63	30,775.63	10,242.97	10,037.58	68,971.28	78,727.67	27,557.00	22,453.00
	Supervisor (Level 5 - 8)	baht/person/year	574.22	576.86	16536.63	25271.24	1,316.30	1,636.33	3,398.62	3,277.27	869.76	533.75
	Operation (Level 1 - 4)	baht/person/year	576.60	643.12	1,650.34	1,716.53	994.37	814.53	1,953.96	1,778.24	2,570.15	2,757.84
404-3	**Performance Appraisal**											
	Management (Level 9 - 14)	Persons	83	48	100	57	103	61	119	74	109	75
	Supervisor (Level 5 - 8)	Persons	1,160	1,525	240	272	296	324	327	402	334	403
	Operation (Level 1 - 4)	Persons	2,039	3,237	3,298	5,333	3,576	6,214	3,963	7,738	3,635	11,119
	Type of Performance Appraisal											
	Indicator-based performance appraisal	'% of total employee	48.38		46.80		50.05		49.04		55.39	
	Multidimensional performance appraisal	'% of total employee	0.78		0.79		0.78		0.67		0.64	
	Employee Engagement											
	Engagement Result	%	73		70		79		81		84	
	Data Coverage	'% of total employee	40.25		39.70		97.00		91.00		99.00	
	By Age											
	Under 25 years old	%	67.00		70.00		78.00		79.00		84.00	
	25-34 years old	%	70.00		68.00		79.00		79.00		83.00	

Social Performance

GRI	Data	Unit	2021		2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
	35-44 years old	%	76.00		70.00		84.00		81.00		83.00	
	45-54 years old	%	80.00		78.00		81.00		85.00		86.00	
	Over 55 years old	%	88.00		83.00		80.00		86.00		85.00	
	By Management Level											
	Team Member/ Front-line employee	%	73.81		73.00		81.00		82.00		85.00	
	Management/Team Leader/Supervisor	%	59.53		53.00		60.00		60.00		65.00	
	Middle Management	%	56.70		56.00		58.00		63.00		61.00	
	Senior Management	%	85.71		69.00		81.00		81.00		84.00	
Safety and Occupational Health												
403-9	**Total Work Hours**											
	Employees	Hours	33,706,824.03		39,264,780.21		46,674,669.17		56,372,671.00		55,043,824.76	
	Contractors	Hours	793,220		1,245,035		1,864,861.50		2,214,552.00		2,199,426.35	
	Fatality											
	Employees	Cases	2	0	1	0	1	0	0	0	0	0
	Contractors	Cases	0	0	0	0	0	0	0	0	0	0
	Lost-Time Injury Frequency Rate (LTIFR)											
	Employees	Cases	41		27	27	15	17	20	14	6	20
		Cases/ 1 million work hours	1.20		0.69	0.69	0.32	0.36	0.35	0.25	0.11	0.36
	Contractors	Cases	0		1	0	1	0	1	0	3	0
		Cases/ 1 million work hours	0.00		0.8	0	0.54	0	0.45	0	1.36	0
403-10	**Occupational Illness Ferquency Rate (OIFR)**											
	Employees	Cases	0		0		0		0		0	
		Cases/ 1 million work hours	0.00		0		0		0		0	
	Total Recordable Injusry Frequency Rate (TRIR)											
	Employees	Cases	0		28		40		38		30	
		Cases	0	0	-	-	20	20	24	14	7	23
		Cases/ 1 million work hours	0		0.71		0.86		0.67		0.55	

Remarks :

1. The employee data includes both permanent and temporary employees from the following companies: PTG Energy Public Company Limited (PTG), Max Solution Service Co., Ltd. (MSS), Max Card Co., Ltd. (MAX), PTG Green Energy Co., Ltd. (PTGGE), PTG Logistics Co., Ltd. (PTGLG), Petroleum Thai Corporation Co., Ltd. (PTC), Punthai Coffee Co., Ltd. (PUN), Max Me Corp Co., Ltd. (MMC), Goluck Co., Ltd. (GL), Go Subway Co., Ltd. (GS), Max Alphabet Co., Ltd. (MAC), Wholegain Co., Ltd. (WG), Clean Community Co., Ltd. (CCC), and GFA Corporation (Thailand) Co., Ltd. (GFA).
2. New employees and employee turnover data covers monthly employees only
3. Safety and Occupational Health cover operations of the following companies:PTG Energy Public Company Limited (PTG), Max Solution Service Co., Ltd. (MSS), Max Card Co., Ltd. (MAX), PTG Green Energy Co., Ltd. (PTGGE), PTG Logistics Co., Ltd. (PTGLG), Petroleum Thai Corporation Co., Ltd. (PTC), Punthai Coffee Co., Ltd. (PUN), Max Me Corp Co., Ltd. (MMC), Goluck Co., Ltd. (GL), Go Subway Co., Ltd. (GS), and GFA Corporation (Thailand) Co., Ltd. (GFA).
4. The Company has revised the data on Senior management at significant locations of operation that are hired from the local community for 2023 and 2024 due to discrepancies identified in the original records. Previously, there were inconsistencies in gender-disaggregated data compared to the total number of employees.
5. From 2025 onwards, data excludes Atlas Energy Public Company Limited (ATL) and Olympus Oil Co., Ltd. (OLP).

Environment Performance

GRI	Data	Unit	2021	2022	2023	2024	2025
301-1	**Packaging**						
	- Total weight of materials	Tons	271.59	364.89	3,145.69	2,899.12	545.16
	Renewable/Recyclable Materials						
	- Total weight of recyclable plastic materials	Tons	-	-	-	-	-
	- Total weight of paper or wood materials	Tons	-	94.25	125.29	141.36	216.089
	- Total weight of steel materials	Tons	93.44	93.98	2,645.52	2,304.17	-
	- Total weight of Aluminuml materials	Tons	-	-	160.89	193.94	-
	- Total weight of glass materials	Tons	N/A	N/A	N/A	N/A	N/A
	Non-renewable/Non-recyclable Materials						
	- Total weight of plastic materials	Tons	178.15	176.66	214.00	259.65	329.067
302-1	**Energy Consumption within the organization**						
	Total energy consumption within the organization	Megawatt hour	93,073.47	275,845.18	264,820.66	312,338.16	308,753.88
	Non-renewable Energy						
	- Electricity consumption (Total)	Megawatt hour	92,836.51	275,199.78	263,502.66	310,221.33	303,111.68
	ปริมาณการใช้ไฟฟ้าทั้งหมด	Kilowatt hour	116,473.00	63,623,660.95	71,781,814.01	87,431,074.18	71,024,404.49
	- Average electricity consumption of head office	Kilowatt hour/person	157	336	617	310	239
	- Diesel fuel consumption of corporate cars	Liters	8,440,026.18	19,403,710.19	17,576,002.65	19,746,453.60	20,885,347.55
	- Gasoline fuel consumption of corporate cars	Liters	204,219.72	305,238.32	284,126.41	918,212.98	776,807.28
	- LPG consumption of corporate activities	kilogram	-	-	-	828.63	1,674.00
	Renewable Energy	Megawatt hour					
	Total Renewable Energy	Megawatt hour	236.96	645.40	1,318.01	3,708.59	5,642.20
	- Consumption of electricity generated by solar PV	Kilowatt hour	236,962.34	645,403	1,318,007	3,708,589	5,642,203.41
302-3	**Energy intensity**						
	Gas stations	Kilowatt hour/liter	0.0141	0.0154	0.0151	0.0166	0.0170
	Oil depots	Kilowatt hour/liter	0.0036	0.0004	0.0004	0.0020	0.0018
303-3	**Water withdrawal**						
	Total withdrawal	Megaliters	39.73	35.93	2,331.98	3,562.64	2,706.10
	Total withdrawal	Cubic meters	39,727.72	35,928.66	2,331,977.57	3,562,636.10	2,706,095.18
	- Proportion of water supply used to gasoline sold through oil depots	Cubic meters/liter	0.00960	0.00020	0.00000	0.00002	0.00001
303-4	**Water discharge**						
	Total discharge	Megaliters	31.78	28.74	1,865.58	2,850.11	2,164.88
	Total discharge	Cubic meters	31,782.18	28,742.93	1,865,582.06	2,850,108.88	2,164,876.15

Environment Performance

GRI	Data	Unit	2021	2022	2023	2024	2025
303-5	**Water consumption**						
	Total water consumption	Megaliters	7.95	7.19	466.40	712.53	541.22
	Total water consumption	Cubic meters	7,945.54	7,185.73	466,395.51	712,527.22	541,223.85
305-1	**Direct GHG emissions (Scope 1)**						
	Direct GHG emissions (Scope 1)	Tons carbon dioxide equivalent	1,582	55,771	50,717	55,159	57,653
	Biogenic CO2 emissions	Tons carbon dioxide equivalent					2,569
305-2	**Energy indirect GHG emissions (Scope 2)**						
	Energy indirect GHG emissions (Scope 2)	Tons carbon dioxide equivalent	1,064	31,806	38,307	37,833	33,737
305-3	**Other indirect GHG emissions (Scope 3)**						
	Other indirect GHG emissions (Scope 3)	Tons carbon dioxide equivalent	13,799,057.00	20,289,891.00	15,287,287.64	15,431,998.00	15,953,352.00
	Catcategory 1: Purchased goods and services	Tons carbon dioxide equivalent	1,215,576.17	1,221,141.12	1,382,245.06	-	1,006,800.13
	Catcategory 2: Capital goods	Tons carbon dioxide equivalent	0.00	18,087.10	32,820.90	-	8,343.19
	Catcategory 3: Fuel-and-energy-related activities	Tons carbon dioxide equivalent	1,052.38	434.48	16,088.01	-	7,901.01
	Catcategory 4: Upstream transportation and distribution	Tons carbon dioxide equivalent	0.00	23,878.46	46,721.26	-	42,607.18
	Catcategory 5: Waste generated in operations	Tons carbon dioxide equivalent	44.91	3,375.55	163.24	-	0.46
	Catcategory 6: Business travel	Tons carbon dioxide equivalent	0.00	0.00	0.00	-	29.20
	Catcategory 7: Employee commuting	Tons carbon dioxide equivalent	0.00	0.00	0.00	-	-
	Catcategory 8: Upstream leased assets	Tons carbon dioxide equivalent	0.00	0.00	0.00	-	-
	Catcategory 9: Downstream transportation and distribution	Tons carbon dioxide equivalent	0.00	161,261.37	18,050.52	-	-
	Catcategory 10: Processing of sold products	Tons carbon dioxide equivalent	0.00	0.00	0.00	-	-
	Catcategory 11: Use of sold products	Tons carbon dioxide equivalent	8,729,438.63	18,861,692.83	13,790,842.36	15,431,998.00	14,880,532.88
	Catcategory 12: End of life treatment of sold products	Tons carbon dioxide equivalent	0.00	10.18	0.00	-	-
	Catcategory 13: Downstream leased assets	Tons carbon dioxide equivalent	0.00	9.21	0.00	-	7,137.95
	Catcategory 14: Franchises	Tons carbon dioxide equivalent	0.00	0.00	0.00	-	-
	Catcategory 15: Investments	Tons carbon dioxide equivalent	0.00	0.00	0.00	-	-
305-4	**GHG emissions intensity**						
	Gas stations	Tons carbon dioxide equivalent / litr of oil sold through gas stations	-	0.0051	0.0034	0.0031	0.0025
	Oil depots	Tons carbon dioxide equivalent / litr of oil sold through oil depots	-	0.0210	0.0143	0.0144	0.0025
305-7	**Nitrogen oxides (NOx), Sulfer oxides (SOx), and other significant air emissions**						
	Total Volatile organic compounds (VOCs)	mg/L	-	-	-	-	0.39

Environment Performance

GRI	Data	Unit	2021	2022	2023	2024	2025
306-3	**Waste generated**						
	Total Waste generated	Tons	58.91	34.26	452.66	387.45	1,001.51
	Total non-hazardous waste	Tons	57.90	30.59	364.82	341.01	469.22
	Total hazardous waste	Tons	1.01	3.67	87.84	46.44	532.29
306-4	**Waste diverted from disposal**						
	Hazardous waste (Onsite)	Tons					106.74
	Reuse	Tons	-	-	-	-	-
	Recycle	Tons	-	-	-	-	106.74
	Other recovery operations	Tons	-	-	-	-	-
	Non-hazardous waste (Onsite)	Tons					0
	Reuse	Tons	-	-	-	-	-
	Recycle	Tons	-	-	-	-	-
	Other recovery operations	Tons	-	-	-	-	-
	Hazardous waste (Offsite)	Tons					349.55
	Reuse	Tons	-	-	-	-	-
	Recycle	Tons	0.40	0.00	5.78	1.49	349.55
	Other recovery operations	Tons	-	-	-	-	-
	Non-hazardous waste (Offsite)	Tons					247.36
	Reuse	Tons	-	-	-	-	-
	Recycle	Tons	8.31	5.00	14.65	104.50	247.36
	Other recovery operations	Tons	-	-	-	-	-
306-5	**Waste directed to disposal**						
	Hazardous waste (Onsite)	Tons	0.00	0.00	0.00	0.00	0.00
	Incineration (with energy recovery)	Tons	-	-	-	-	0.00
	Incineration (without energy recovery)	Tons	-	-	-	-	0.00
	Landfilling	Tons	-	-	-	-	0.00
	Other disposal operation	Tons	-	-	-	-	0.00
	Non-hazardous waste (Onsite)	Tons	0.00	0.00	0.00	0.00	0.00
	Incineration (with energy recovery)	Tons	-	-	-	-	0.00
	Incineration (without energy recovery)	Tons	-	-	-	-	0.00
	Landfilling	Tons	-	-	-	-	0.00
	Other disposal operation	Tons	-	-	-	-	0.00

Environment Performance

GRI	Data	Unit	2021	2022	2023	2024	2025
	Hazardous waste (Offsite)	Tons	0.89	2.05	79.26	46.44	73.48
	Incineration (with energy recovery)	Tons	0.63	1.78	61.28	28.46	73.03
	Incineration (without energy recovery)	Tons	0.26	0.05	17.98	12.39	0.45
	Landfilling	Tons	-	-	-	0.00	0.00
	Other disposal operation	Tons	-	0.22	0.00	5.59	0.00
	Non-hazardous waste (Offsite)	Tons	57.90	30.59	326.36	335.47	221.67
	Incineration (with energy recovery)	Tons	-	0.00	0.00	3.50	0.00
	Incineration (without energy recovery)	Tons	0.00	0.00	7.80	3.50	0.00
	Landfilling	Tons	57.90	29.16	318.56	320.67	221.67
	Other disposal operation	Tons	-	1.43	0.00	7.80	0.00
	Total waste stored onsite	Tons	0.12	1.62	47.04	5.54	2.71
	Hazardous waste	Tons	0.12	1.62	8.58	0.00	2.52
	Non-hazardous waste	Tons	0.00	0.00	38.46	5.54	0.19
307-1	**Non-compliance with environmental laws and regulations**						
	Quantity or value of significant fines for environmental law violations	Times	0	0	0	0	0
	Total costs of environmental fines and penalties	THB	0	0	0	0	0

Remarks:

- Packaging information refers to packaging materials derived from products such as oil gallon containers and gas cylinders.
- The data collection scope includes PTG Energy Public Company Limited, covering the head office, oil depots, and distribution centers; PTG Logistics Company Limited; and Petroleum Thai Corporation Limited, covering company-owned service stations.
- Energy, water, and waste management data for the years 2018–2021 covers PTG's operational sites, specifically the head office and oil depots.
- Energy and water consumption data for the year 2022 covers the head office and oil depots. Waste management data in the same year covers all operational areas, except for PTG Logistics Company Limited and service stations.
- From 2023 onwards, energy and water consumption data covers all operational areas of PTG, including the head office, oil depots, distribution centers, and PTG Logistics Company Limited. Waste management data covers all areas, excluding service stations.
- Greenhouse gas emissions data is compiled using the Operational Control approach in accordance with the GHG Protocol guidelines.
- In 2020, the greenhouse gas emissions boundary covered the head office and oil depots. In 2021, it was expanded to include transportation operations; in 2022, to include service stations; and in 2023, to include distribution centers.
- From 2021 to 2023, the company reported Scope 3 greenhouse gas emissions using a full reporting approach. However, in 2024, the calculation methodology was revised to include only material categories, in alignment with the GHG Protocol framework. This adjustment aims to enhance the accuracy and relevance of the environmental impact reporting, and to improve the efficiency and precision of the organization's greenhouse gas management.
- In 2025, the calculation methodology for total internal energy consumption was revised. To ensure data consistency, historical data from 2020 onwards has been restated accordingly.

GRI Content Index

GRI Content Index	
Statement of use	PTG has reported in accordance with the GRI Standards for the period 1 Jan 2025 to 31 Dec 2025.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	GRI 11: Oil and Gas Sector 2021

GRI Standard/ Other Source	Disclosure	Page / Website	GRI Sector Standard Ref. No.
General Disclosures			
GRI 2: General Disclosures 2021	**The organization and its reporting practices**		
	2-1 Organizational details	11-16	
	2-2 Entities included in the organization's sustainability reporting	5-6	
	2-3 Reporting period, frequency and contact point	3-4	
	2-4 Restatements of information	3-4	
	2-5 External assurance	3, 273-274	
	Activities and workers		
	2-6 Activities, value chain and other business relationships	17-19	
	2-7 Employees	243-250	
	2-8 Workers who are not employees	243	
	Governance		
	2-9 Governance structure and composition	53-58 https://www.ptgenergy.co.th/AboutPTG/Governance	
	2-10 Nomination and selection of the highest governance body	54-55	
	2-11 Chair of the highest governance body	25-26 https://www.ptgenergy.co.th/AboutPTG/Governance	
	2-12 Role of the highest governance body in overseeing the management of impacts	25-26	
	2-13 Delegation of responsibility for managing impacts	25-26	
	2-14 Role of the highest governance body in sustainability reporting	25,37	
	2-15 Conflicts of interest	E-One report p. 184,259	
	2-16 Communication of critical concerns	61-62	
	2-17 Collective knowledge of the highest governance body	55,59	
	2-18 Evaluation of the performance of the highest governance body	56	
	2-19 Remuneration policies	58, E-One report p. 227,234	
	2-20 Process for determining remuneration	58	
	2-21 Annual total compensation ratio	Information unavailable/incomplete. PTG does not currently have the methodology in our Human Resources systems to determine this ratio.	
	Strategy, policies and practices		
	2-22 Statement on sustainable development strategy	7-8	
	2-23 Policy commitments	E-One report p. 172-197 https://investor.ptgenergy.co.th/th/corporate-governance/downloads/corporate-governance-policy	
	2-24 Embedding policy commitments	E-One report p. 172-197 https://investor.ptgenergy.co.th/th/corporate-governance/downloads/corporate-governance-policy	
	2-25 Processes to remediate negative impacts	61-63,189-190	
	2-26 Mechanisms for seeking advice and raising concerns	63 https://investor.ptgenergy.co.th/th/corporate-governance/whistleblowing-and-complaint-procedures	
	2-27 Compliance with laws and regulations	241	
	2-28 Membership associations	12	
	Stakeholder engagement		
	2-29 Approach to stakeholder engagement	31-36	
	2-30 Collective bargaining agreements	190, 251	

GRI Content Index

Material Topics

GRI Standard/ Other Source	Disclosure	Page / Website	GRI Sector Standard Ref. No.
GRI 3: Material Topics			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	37	
	3-2 List of material topics	38	
Economic			
Anti-Corruption and Good Corporate Governance			
GRI 3: Material Topics 2021	3-3 Management of material topics	53	11.14.1, 11.20.1
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	241	11.14.2
GRI 202: Market Presence 201	202-2 Proportion of senior management hired from the local community	243	11.14.3
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	23-24, 41-48	11.14.5
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	81	11.20.2
	205-2 Communication and training about anti-corruption policies and procedures	64, 241	11.20.3
	205-3 Confirmed incidents of corruption and actions taken	62-63	11.20.4
GRI 207: Tax 2019	207-1 Approach to tax	https://investor.ptgenergy.co.th/storage/content/corporate-governance/downloads/corporate-governance-policy/2026/20260112-ptg-tax-policy-th.pdf	11.21.4
GRI 415: Public Policy 2016	415-1 Political contributions	PTG Energy did not make any political contributions, either directly or indirectly, to political parties, politicians, or related organizations.	11.22.2

GRI Standard/ Other Source	Disclosure	Page / Website	GRI Sector Standard Ref. No.
Risk and Crisis Management			
GRI 3: Material Topics 2021	3-3 Management of material topics	67	
Cybersecurity and Personal Data Protection			
GRI 3: Material Topics 2021	3-3 Management of material topics	101	
Business Expansion and Organizational Transformation			
GRI 3: Material Topics 2021	3-3 Management of material topics	109	
Customer Relation Management			
GRI 3: Material Topics 2021	3-3 Management of material topics	135	11.3.1
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	137-138	11.3.3
GRI 418 Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	147	
Product and Service Quality and Safety			
GRI 3: Material Topics 2021	3-3 Management of material topics	136-137	
Supply Chain Management			
GRI 3: Material Topics 2021	3-3 Management of material topics	125	
GRI 204 Procurement Practice 2016	204-1 Proportion of spending on local suppliers	Data not collected	11.14.6
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	129-131	11.12.2
GRI 414: Supplier Social Assessment 2016	414-2 Negative social impacts in the supply chain and actions taken	185-186	11.10.8

GRI Content Index

GRI Standard/ Other Source	Disclosure	Page / Website	GRI Sector Standard Ref. No.
Environment			
Climate Change Management			
GRI 3: Material Topics 2021	3-3 Management of material topics	211	11.1.1
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	213 https://investor.ptgenergy.co.th/storage/content/corporate-governance/downloads/corporate-governance-policy/2026/20260316-ptg-climate-related-risk-management-report-th.pdf	11.2.2
GRI 305: Emission 2016	305-1 Direct (Scope 1) GHG emissions	259	11.1.5
	305-2 Energy indirect (Scope 2) GHG emissions	259	11.1.5
	305-3 Other indirect (Scope 3) GHG emissions	259	11.1.5
	305-4 GHG emissions intensity	259	11.1.5
	305-7 Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions (PM 2.5)	259	11.1.5
Environmental Management			
GRI 3: Material Topics 2021	3-3 Management of material topicss	223	11.6.1
GRI 301: Material 2016	301-1 Materials used by weight or volume	257	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	257	11.1.2
	302-3 Energy intensity	257	11.1.4
	302-4 Reduction of energy consumption	217-220	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	229-230	11.6.2
	303-2 Management of water discharge-related impacts	229	11.6.3
	303-3 Water withdrawal	257	11.6.4
	303-4 Water discharge	257	11.6.5
	303-5 Water consumption	259	11.6.6
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	231-234	11.5.3
	306-3 Waste generated	261	11.5.4
	306-4 Waste diverted from disposal	261	11.5.5
	306-5 Waste directed to disposal	261	11.5.6
Social			
Human resource management			
GRI 3: Material Topics 2021	3-3 Management of material topics	151	11.10.1
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	249	11.10.2
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	164 Temporary employees under a one-year contract are entitled to certain benefits similar to those provided to permanent employees. However, temporary employees under a six-month contract are not entitled to participation in the provident fund, employee discount privileges, or annual health check-ups.	11.10.3
	401-3 Parental leave	251	11.10.4
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	253	11.10.6
	404-2 Programs for upgrading employee skills and transition assistance programs	154-161	11.10.7
	404-3 Percentage of employees receiving regular performance and career development reviews	253	
GRI 405: Diversity and Equal Opportunity	405-1 Diversity of governance bodies and employees	190,247-252	11.11.5
	405-2 Ratio of basic salary and remuneration of women to men	251	11.11.6

GRI Content Index

GRI Standard/ Other Source	Disclosure	Page / Website	GRI Sector Standard Ref. No.
Social			
Human resource management			
GRI 406: Nondiscrimination	406-1 Incidents of discrimination and corrective actions taken	62,182 Discrimination in the workplace is not tolerated at PTG. Over the reporting period we had no cases of alleged discrimination reported	11.11.7
Safe and Work Environment			
GRI 3: Material Topics 2021	3-3 Management of material topics	169	11.9.1
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	169-170	11.9.2
	403-2 Hazard identification, risk assessment, and incident investigation	173-174	11.9.3
	403-3 Occupational health services	171	11.9.3
	403-4 Worker participation, consultation, and communication on occupational health and safety	171-172, 177-178	11.9.5
	403-5 Worker training on occupational health and safety	178	11.9.6
	403-6 Promotion of worker health	164	11.9.2
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	177	11.9.7
	403-8 Workers covered by an occupational health and safety management system	28,594 persons	11.9.9
	403-9 Work-related injuries	179, 259	11.9.10
	403-10 Work-related ill health	179, 259	11.9.11
Human Rights			
GRI 3: Material Topics 2021	3-3 Management of material topics	183	11.12.1
GRI 408: Child Labor 2016.	408-1 Operations and suppliers at significant risk for incidents of child labor	The PTG Group is not aware of any cases of child labor within its own operations or its those of its suppliers.	

GRI Standard/ Other Source	Disclosure	Page / Website	GRI Sector Standard Ref. No.
Social			
Corporate Social Responsibility			
GRI 3: Material Topics 2021	3-3 Management of material topics	146-147	11.15.1
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	193-208	11.15.2

Assurance Statement

Management System Certification Institute (Thailand)

Independent Assurance Statement No. VV2026/025

validation/verification

GRI Standards and ISO 14016

Independent Assurance Statement
Relating to PTG Energy Public Company Limited's Sustainability Report for the calendar year 2025

This assurance statement has been prepared for PTG Energy Public Company in accordance with terms of engagement.

Terms of Engagement

PTG Energy Public Company (hereafter referred to as "PTG") has commissioned to Management System Certification Institute (Thailand), Foundation for Industrial Development (hereafter referred to as "MASCI") to provide a limited level of assurance on its Sustainability Report for the calendar year 2025 (hereafter referred to as "the Report") against the assurance criteria, the GRI Standards , GRI11 , ISO 14016:2020 , ISAE3000 and ISAE3410 including the materiality of the professional judgment of the verifier. MASCI's procedure is based on current best practice and assurance criteria.

Responsibility

PTG's responsibility is for the preparation and presentation of the data and information within the Report, and ensuring that the selected specific standard disclosures are prepared and presented in accordance with the criteria. This responsibility also includes the internal controls relevant to the preparation of the Report that is free from material misstatement whether due to fraud or error.

MASCI is a professional validation and verification body (VVB). MASCI's responsibility is for providing a third party opinion at limited level of assurance in respect of the selected specific standard disclosures to be included in the Report. We conduct our verification in accordance with standard and ethical. We plan and perform the verification to obtain a limited level of assurance in accordance with our contract with PTG. Ultimately, the Report has been approved by, and remained the responsibility of PTG.

Objective and Scope of Assurance

The objective is to provide an interested party with a greater confidence regarding data and information for the selected specific standard disclosures contained in the Report. The scope of assurance is covered the operations and activities of PTG Energy Public Company and its relevant subsidiaries for the period 1 January 2025 to 31 December 2025.

- Confirming that the Report is in accordance with GRI STANDARDS 2021
- Evaluating the accuracy and reliability of data and information for the selected specific standard disclosures listed below:

GRI 2: General Disclosures 2021
GRI 11: Oil and Gas Sector 2021
GRI 302: Energy 2016
- Disclosure 302-1 Energy consumption within the organization (Note 1)

GRI 303: Water and Effluents 2018
- Disclosure 303-3 Water withdrawal (Note 1)
- Disclosure 303-4 Water discharge (Note 1)
- Disclosure 303-5 Water consumption (Note 1)

GRI 305: Emissions 2016
- Disclosure 305-1 Direct (Scope 1) GHG emissions (Note 1)
- Disclosure 305-2 Energy indirect (Scope 2) GHG emissions (Note 1)
- Disclosure 305-3 Other indirect (Scope 3) GHG emissions (Note 1)
- Disclosure 305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions (Note 2)

GRI 306: Waste 2020
- Disclosure 306-3 Waste generated (Note 3)
- Disclosure 306-4 Waste diverted from disposal (Note 3)
- Disclosure 306-5 Waste directed to disposal (Note 3)

GRI 403: Occupational Health and Safety 2018
- Disclosure 403-9 Work-related injuries (Note 4)
- Disclosure 403-10 Work-related ill health (Note 4)

GRI 405: Diversity and Equal Opportunity 2016
- Disclosure 405-2: Ratio of basic salary and remuneration of women to men (Note 5)

Note 1: GRI 302-1, GRI 303-3, GRI 303-4, GRI 303-5, GRI 305-1, GRI 305-2, and GRI 305-3 cover the operations of PTG Energy Public Company Limited, including the Head Office, distribution center, and oil depots; Petroleum Thai Corporation Company Limited; BPTG Company Limited for Company-Owned Company-Operated (COCO) service stations; and PTG Logistics Company Limited, including transport operations and maintenance centers.
Note 2: GRI 305-7 covers only the operations of PTG Energy Public Company Limited at the Saraburi Oil Depot.
Note 3: GRI 306-3, GRI 306-4, and GRI 306-5 cover the operations of PTG Energy Public Company Limited, including the Head Office, distribution center, and oil depots; and PTG Logistics Company Limited, including transport operations and maintenance centers.
Note 4: GRI 403-9 and GRI 403-10 cover the operations of PTG Energy Public Company Limited; Petroleum Thai Corporation Company Limited; PTG Logistics Company Limited; PTG Green Energy Company Limited; Punthai Coffee Company Limited; GFA Corporation (Thailand) Company Limited; Goluck Company Limited; Go Subway Company Limited; Max Card Company Limited; Max Solution Service Company Limited; and Max Me Corp Company Limited.
Note 5: GRI 405-2 covers the operations of PTG Energy Public Company Limited; Petroleum Thai Corporation Company Limited; PTG Logistics Company Limited; PTG Green Energy Company Limited; Chumchon Sa-at Company Limited; Punthai Coffee Company Limited; GFA Corporation (Thailand) Company Limited; Goluck Company Limited; Go Subway Company Limited; Holgen Company Limited; Max Card Company Limited; Max Solution Service Company Limited; Max Me Corp Company Limited; and Max Alphabet Company Limited.

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Management System Certification Institute (Thailand)

Independent Assurance Statement No. VV2026/025

validation/verification

GRI Standards and ISO 14016

Assurance Criteria

- GRI STANDARDS 2021
- GRI 11: Oil and Gas Sector 2021
- ISO14016:2020 Environmental management — Guidelines on the assurance of environmental reports.
- International Standard on Assurance Engagements (ISAE) 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information
- International Standard on Assurance Engagements (ISAE) 3410, Assurance Engagements on Greenhouse Gas Statements

Level of Assurance and Materiality

The conclusion expressed in this assurance statement has been formed on the basis of a limited level of assurance, at the materiality threshold of 5% for quantitative data and information, and at the materiality of the professional judgment of the verifier for qualitative data and information.

MASCI's procedure

Providing a limited level of assurance in respect of the selected specific standard disclosures included in the Report, is carried out in accordance with MASCI's procedure. Verification team performed verification activity as per procedure and criteria, including audit trail and source of evidence in line with strategic review and risk assessment, sampling plan, justification for quantifying and selecting the data sets. Evidence-gathering procedures included but were not limited to:

- Review of historical data and review of data and information between 1 January 2025 to 31 December 2025, including relevant data and information management
- Interview the management and related employees both at the organizational level and at the operational level.
- Assessment on design and implementation of data management system and methods used to identify the source of data, collection and computation the data and information presented in the Report.
- Assessment on guidelines and procedures used to identify stakeholders and their expectations, material issues, including the policies and operating guidelines for sustainability.
- Site visits to 6 facilities, including the Head Office, Distribution Center, Maeklong Oil Depot and Analytical Laboratory, Phitsanulok Oil Depot, Fleet Transport Operations and Maintenance Center – Sriracha, and Fleet Maintenance Center – Nong Khae.
- Comparison of data and information with related sources to assess whether the selected specific standard disclosures are prepared and presented in accordance with the criteria by sampling on the basis of risk assessment, consideration on quantitative and qualitative criteria

The procedures for providing a limited level of assurance, which is difference from a reasonable level of assurance in the process of collecting data and information, and collecting other evidence.

Conclusion

Providing a limited level of assurance for data and information (water, energy, greenhouse gases, air pollution, waste, occupational health and safety , Ratio of basic salary and remuneration of women to men) according to MASCI's procedure. Nothing has come to the attention that would cause verifiers to believe that the selected specific standard disclosures to be included in the Report has not, in all material respects met the criteria above.

Competence and Independence

MASCI have complied with the requirements of code of conducts to ensure their independence. MASCI maintains a comprehensive quality management system, policies and procedures regarding compliance with relevant standards, ethical requirements, and applicable legal and regulatory requirements.

This verification statement is subject to the provisions of this legal section:

- Management System Certification Institute (Thailand), Foundation for Industrial Development and their respective officers assumes no responsibility to any person, loss, damage or expense caused by reliance on the information or advice in this document. Unless that person has signed a contract for the provision of this information or advice and in that case any responsibility or liability is exclusively on the terms and conditions set out in that contract.
- This verification statement is only valid when published with the report to which it refers. It may only be reproduced in its entirety
- In the case of any conflict between the English and Thai language versions of this legal section, the Thai version shall prevail.
- Due to inherent limitations in any internal control, it is possible that fraud, error, or non-compliance with laws and regulations may occur and not be detected. Further, the verification was not designed to detect all weakness or errors in internal controls. The verification has not been performed continuously throughout the period and the verification carried out on the relevant internal controls were on a test basis. Any projection of the evaluation of control to future periods is subject to the risk that the processes may become inadequate because of changes in conditions, or that the degree of compliance with them may deteriorate

Date : 20 March 2026

Signature :	Signature :	Signature :
Mr. Teerakul Boonyong Vice president, Sustainability Validation and Verification Department Acting on behalf of the President, Management System Certification Institute (Thailand)	Mr. Teerakul Boonyong Technical Reviewer	Ms. Atchada Ngeimvijawat Lead Verifier

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