



Annual Report 2019

The Best Event Ever





The Best Event Ever

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Vision

**One Family...
Fueling the Future of Thailand**

Mission

“We are a highly engaged Family, dedicated to providing sustained superior returns to our shareholders through industry leading safe and reliable operations, producing quality products that exceed customer expectations, in harmony with our communities and the environment.”

Our Core Values

***S*tar** Leader / Outstanding / Role model

***P*rofessional** Integrity / Professionalism / Performance driven

***R*eliable** Accountable / Ready / Trustworthy

***C*aring** Responsible citizen / Compassion / Sincere





Brant Thomas Fish

Mr. Brant Thomas Fish

Chairman of the Board

Star Petroleum Refining Public Company Limited

Message from the Chairman

“Set the Standard” and to achieve the Vision of
“One Family – Fueling the Future of Thailand”
for many years to come.

In May of 2019, I had the pleasure of succeeding Mr. Andrew Benjamin Walz, as the Chairman of the Board of SPRC. This year has been full of accomplishment and pride at SPRC - with the successful completion of our Event 2019 in December. We completed the Event without a Days Away from Work Injury, on schedule, and under budget. Shaping this success was the strong planning, dedication and commitment from the extended SPRC Family. It truly was an all hands-on deck effort from our staff, the community, and our business partners. We are all very proud of the safe, timely, and cost-effective completion of our Event 2019.

The Event was the largest and most complex project in SPRC's history. It was comprised of a refinery wide Turnaround and Inspection as well as 26 investment and reliability projects. The Capacity Increase project raised the refinery crude oil processing capacity from 165,000 to 175,000 barrels/day, and numerous other smaller projects improved refinery flexibility, safety and reliability.

SPRC's strategy is to “Set the Standard” in all aspects of the business. SPRC's three key strategic intents are to “Set the Standard as Employer of Choice”, “Set the Standard in Operational Excellence”, and “Set the Standard in Shareholder Return”. In addition, the Board of Directors, SPRC management and the SPRC Family are committed to the highest standards of business conduct, ethics, transparency, and corporate governance in the most sustainable and responsible way.

The Board of Directors is confident that SPRC will continue to execute our “Formula for Success” as we achieved outstanding performance in Operational Excellence. It has been more than six years and 26 million man-hours since our last Days Away from Work injury in 2013. Our operational availability outside of turnaround was 99.9% in 2019 which is among the best in the industry. Refinery utilization was lower than normal due to the refinery shutdown during Event 2019, economic optimization, and end of run conditions after five years of operations since the last Turnaround and Inspection.

SPRC was able to utilize its Bottom Line Improvement Program (BLIP) to boost financial returns, through feedstock, process, and product optimizations, as well as driving operational cost efficiency.

Unfortunately, SPRC had a net loss for 2019 of US\$94 million. There were several contributing factors to this loss. A global refining industry down-turn in 2019 resulted in reduced Gross Refining Margin of only US\$3.39/barrel. The primary driver for the loss was higher operating costs for the planned Event 2019. The work performed during the Event strengthens SPRC and adds flexibility and capability that will allow the Refinery to capture additional value going forward. SPRC paid dividends to our shareholders in September of THB 0.1202/share. Despite the loss in 2019, the board of directors believes that SPRC is well situated to provide solid returns into the future.

Along with focusing on successful operational and financial performances, SPRC is also proactive with the environment and the community in which we live and operate. We believe strongly in and are proud of our Corporate Social Responsibility efforts which contribute to the betterment of society. SPRC will carry on with this practice through the implementation of projects and activities that benefit the public, a practice on which the foundation of long-term mutual growth is built. Besides that, we also maintain strong corporate governance, and a reputation for transparency, honesty and fairness. External verification is provided by the Thai Institute of Directors Association (IOD) with an “Excellent” CG Award for the 3rd consecutive year.

On behalf of the SPRC Board of Directors, executives, and employees, I would like to express my gratitude and thank the SPRC Family, business partners and other stakeholders for their continued support. Building on the successes of 2019, SPRC is positioned well to continue to “Set the Standard” and to achieve the Vision of “One Family – Fueling the Future of Thailand” for many years to come.



Mr. Timothy Alan Potter

Director and Chief Executive Officer

Message From Tim

On behalf of the SPRC Family, I would like to thank all our shareholders for their continued strong support for SPRC.

In 2019 the SPRC Family had two key objectives - 1) the successful completion of our Turnaround and Inspection which included the Capacity Increase and other Reliability Enhancement Projects (The 2019 Event) and 2) safe and reliable Refinery operations leading up to the 2019 Event, restarting the Refinery, and re-establishing normal operations leveraging the new capacity. The Event included a total refinery shutdown which began on November 1st and was completed by mid-December.

On behalf of the entire SPRC Family I'm pleased to share that we met or exceeded our key objectives. The Refinery Operated well before and after the Event setting the standard in Operational Availability and Reliability. In addition, the Event was completed without serious injury or incident, within the allocated schedule, and under the forecasted budget.

This was the largest and most complex Event executed in SPRC's history, and the first since early 2014. The Event combined the Turnaround and Inspection (T&I) with 26 investment projects. The largest of these was a Capacity Increase Project which increased the Refinery capacity by 10,000 barrels/day to a total of 175,000 barrels/day. The other projects had a variety of objectives, including improved reliability, safety, and increasing flexibility of the Refinery to run different types of crudes, and increase margin capture. These enhancements will also allow the Refinery to run 6 years between planned T&I's, pushing the next T&I out to late 2025.

Our strong "One Family" and Incident and Injury Free cultures enabled the successful completion of the Event which industry considers a "mega-Event" due to its size and complexity. The work required over 8,200 personnel on-site, working over 6.8 million man-hours, and was completed without a serious injury. The SPRC Family has completed over 6 years and 26 million man-hours since our last days away from work injury in 2013. This success was the result of the dedicated and committed Event project team and SPRC Family, including our key business partners and the communities.

To meet our second 2019 key objective, SPRC continued to use our "Formula for Success" which is simple, but it requires commitment, discipline and attention to detail. SPRC's ability to successfully implement the formula is the "secret" behind our ability to Set the Standard. "Formula for Success" starts with a strong foundation in personal safety, and leverages it into exceptional process safety and reliability, which allows us to maximize utilization of our facilities. World class reliability and utilization empowers our SPRC Family to focus on maximizing Gross Refining Margin as they have the time and resources to fully optimize our processes at the lowest sustainable cost.

Execution of our "Formula for Success" drives the SPRC family to continue to achieve our three strategic intents which remain unchanged as they were made with a view to establishing a more sustainable platform for building long-term value for shareholders. These strategic intents are to:

- Set the Standard in Asia Pacific for Shareholder Return,
- Set the Standard Globally for Operation Excellence, and
- Set the Standard in Thailand as Employer of Choice.

Operational reliability in 2019 met our aggressive goals and expectations with essentially no unplanned outages. Refinery utilization was lower than normal due to the Event 2019, economic optimization, and end of run conditions in some of the units. The SPRC Family - employees, contractors, suppliers, and customers - worked together to get through the challenges and minimize impacts to our operations, customers and other stakeholders.

In 2019, the global refining business entered a challenging period with fluctuating product margins and crude prices, which impacted our financial returns. To mitigate the lower margins, SPRC continued its Bottom Line Improvement Program (BLIP) to identify and implement initiatives to improve our returns.

SPRC realizes the importance and necessity of sustainable development as we recognize that to achieve a truly sustainable business, we must have balance between financial performance, stewardship of the environment, and social responsibility. Consistent with our commitment to a long-term balance of these objectives, we have incorporated Sustainable Development concepts into our business plans, work practices, procedures, and decision making. In 2019 we strengthened governance of our sustainability program by adding resources to our sustainability team, which will allow us to better define our goals, objectives, strategies, and initiatives starting in 2020.

SPRC also performed a strategic review, looking towards the future and identifying options for our Strategic Business Planning team to study and implement as appropriate to enhance the long-term competitiveness of SPRC. Looking forward, SPRC is evaluating these options to determine whether they merit investment for our future.

With the power of our highly engaged Family members, which are the most important asset of SPRC, I am confident that SPRC will continue to deliver success and allow us to "Set the Standard" for the refining business for many years to come and achieve the vision of

"One Family...

Fueling the Future of Thailand"

Performance review



SPRC continues focusing on everyday incident and injury free. We prioritized the safety of our family member on our target of everyone going home safely every day and our extended target of ensuring our SPRC Family and their families stay safe at home as well with caring and helping each other. Our rigorous safety operation has enabled us in achieving excellent performance across areas of operational safety, reliability, utilization, environment and communities.

2019 was a challenging year for SPRC with the 2019 Refinery Major Turnaround and Inspection which included the Capacity Increase and other Reliability Enhancement Projects (the 2019 Event). Based on a strong Incident and Injury Free culture, we successfully completed the 2019 Event without serious injury or incident, within schedule and under the forecasted budget. This 2019 Event was the largest and

most complex project executed in SPRC's history. SPRC Family has completed over 6 years and surpassed 26 million man-hours since our last days away from work injury in 2013.

We strive to continuously improve our operational reliability in our commitment to world class performance, and achieved operational availability excluding turnaround at 99.9% for 2019. Both Operational and Mechanical availability are ranked as the best-in-class when compared to over 80 refineries in the Asia Pacific and Indian Ocean region.

SPRC has the flexibility to run a wide range of crudes, and we constantly review and manage our crude selection to find the highest value crudes to produce high value products and maximize our margin. In 2019, we processed 25 crude types including 4 new crudes. As a result of the 2019 Event,

Performance Review
in 2019



we processed 134 thousand barrels per day of crude oil, or 81% of our crude capacity which decreased from previous year. During the year with low refinery margin period, we also reduced refinery unit's throughput to optimize the refinery run. In 2019, we produced and sold 58 million barrels of petroleum products.

We continue to pursue our Bottom Line Improvement Program (BLIP) which identify and implement initiatives to improve our margins by maximize domestic placement of all products especially Middle distillate and Mogas, Process Optimization mainly contributed by FCC heavy feed upgrading benefit, RFCCU yield improvement through new catalyst due to weak Fuel Oil crack, benefit from synergy transfer with PTTGC and identify opportunities in crude selection.

Over the years, BLIP has contributed margin improvement of US\$2.34/bbl, improving our marketing gross refining margin to US\$3.39/bbl.

SPRC utilizes Lean Sigma and continuous improvement methodology to identify initiatives through our People Efficiency and Waste Elimination (PEWE), which achieved cash operating cost reductions of US\$3.8 million in 2019.

SPRC CONTINUES
FOCUSING ON
EVERYDAY
INCIDENT AND
INJURY FREE

We prioritized the safety of our family member on our target of everyone going home safely every day.

REFINERY MAJOR
TURNAROUND
AND INSPECTION

Based on a strong Incident and Injury Free culture, we successfully completed the 2019 Event without serious injury or incident.

COST
REDUCTIONS
US\$3.6 MILLION

SPRC utilizes Lean Sigma and continuous improvement methodology to identify initiatives through our People Efficiency and Waste Elimination (PEWE).

EVENT 2019



The Best Family – The Best Event Ever

Great job

SPRC successfully completed the 2019 Refinery wide Turnaround and Project Event (Event) without serious injury, on schedule, and under the forecasted budget. Their entire SPRC Family and key partners worked seamlessly together to accomplish this mega turnaround based on a strong Incident and Injury Free culture. The Refinery was safely restarted and is performing per expectations.

This Event was the largest and most complex executed in SPRC's history. The turnaround and project work have positioned SPRC to run six years until the next scheduled Refinery wide Turnaround. In addition to the maintenance work, the projects consisted of a 10,000 bbl/day capacity increase project, FCC life cycle integrity management, "alloy up" material upgrades, safety instrumentation systems, Class 1 pump safety enhancements, and control systems upgrades that included DCS, compressor controllers, and power management systems.

Safety and Execution performance

The Event required over 6.8 million working hours total for pre-work and execution. The Event execution itself was over 3.3 million hours and the daily workforce peaked at 8,200. There were no Days Away From Work injury (DAFW).

We engaged key partners to understand and align our IIF expectation via IIF commitment workshop, IIF Supervisor Skills workshop, IIF Orientation, and Safety Stand Up Workshops. SPRC's IIF culture was extended through our partners by creating IIF activities that demonstrating a strong caring culture. We developed and applied the prevention program and campaign and set up a safe act audit system with high engagement from management including our partners for both day and night shift.



Execution strategy

The execution strategy of Event was designed to focus on safety and schedule performance by dividing area of execution into 3 blocks with dedicated management team sponsor, block leader and key partners equivalent to 3 turnarounds executing at the same time. This approach allowed early engagement of key resources contributing to maximizing pre-turnaround activity in collaboration with SPRC's Operation team to identify opportunities to reduce work during execution especially with piping work.

Cost performance

Overall expenditures for both CAPEX and OPEX are below the approved budgets. Cost control and expense tracking were communication to Steering Committee and Stakeholders frequently.

Success factors

- Dedicated cross-functional team set up 2.5 years before turnaround execution
- Clear execution strategy dividing into 3 blocks of execution with dedicated management team and resources
- Assigned SPRC's leadership team working closely with Event team leaders to drive execution for success

- Strong caring culture of SPRC especially non-technical staff assigned themselves to support and participate in Event execution through IIF activities, digital dashboard, safety and incident sharing, food and sweet give away, bingo games, fun show E-Sarn style etc.
- Early engaged key partners and major contractor 1.5 years before turnaround to be part of detail development and constructability review
- Digitalization of in-house software to manage system completion and turnover (S-CAT) and EHS Training registration
- Involved external SME through Peer reviews, ORR, SRA, Critical lift reviews and many supports from Joint Venture of Chevron during shutdown execution
- Community out reached that involved with communication and participation in catering service program for long term and sustainable partnership

"The ultimate success of this mega Event was the direct result of the dedication and commitment from the entire SPRC Family. It truly was an all hands-on deck effort and we are all very proud of the safe, timely, and cost effective completion of the Event of SPRC"

Achievements and Awards



Environment & Safety



CSR-DIW Continuous Award 2019,

for 4th Consecutive year, in recognition of SPRC who has shown continuous commitment to corporate social responsibility (CSR) continuous development by Department of Industrial Works (DIW), Ministry of Industry



Green Industry Level 3:

Green System Awards for systematic environmental management including follow-up, assessment and revision aimed to continuous development (2019 - 2022) by Ministry of Industry



Corporate Governance



CG Award "Excellent" scoring 2019,

by Thai Institute of Directors Association (IOD), in collaboration with the Stock Exchange of Thailand (SET)

Global Standard



ISO 9001:2015

(Quality Management System)

ISO/IEC17025:2005

(Competence of Testing and Calibration Laboratory)

ISO 14001:2015

(Environmental Management System)

ISO 45001:2018

(Occupational Health and Safety Management System)



Company Performance



Chevron's Joint Venture Refining "Zero is Attainable" Awards for personal safety

for "worked safely 1,000,000 hours without recordable injury in May 2019"

"Zero is Attainable" Awards

for process safety for "Zero Tier 1 and Zero Tier 2 Loss of Containment Incident for 6 months, from January to June 2019" by Chevron Corporation



The "Operator Driven Reliability (ODR) Project", Bronze Award 2019

By the PTT Operational Excellence Committee in 2019



The "Zero Unplanned Shutdown" Award 2019, awarded to;

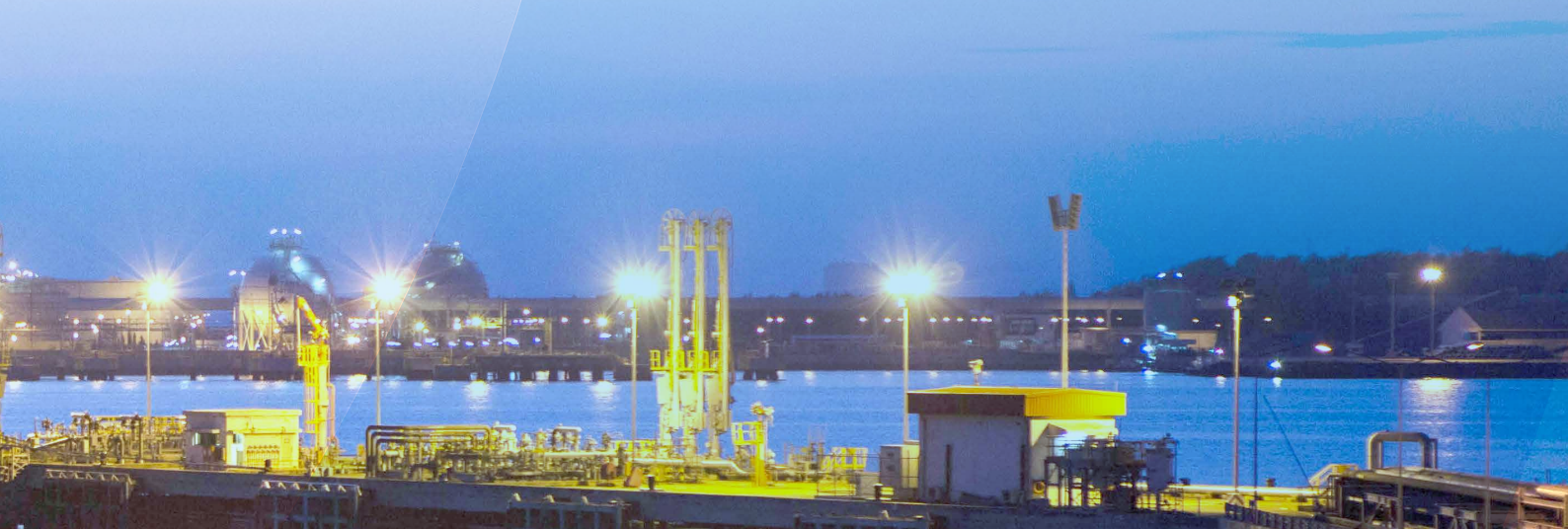
- Diesel Hydrotreating Unit (DHTU)
- Continuous Catalyst Regeneration and Platformer Unit (CCR)
- Heavy Vacuum Gas Oil Hydrotreating Unit (HVGO HTU)

by the PTT Operational Excellence Committee



MSCI Global Small Cap Index Awards,

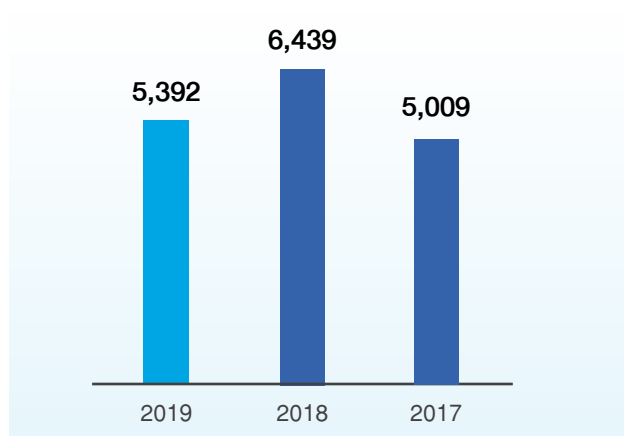
SPRC had made it into MSCI Global Small Cap Index in November 2019



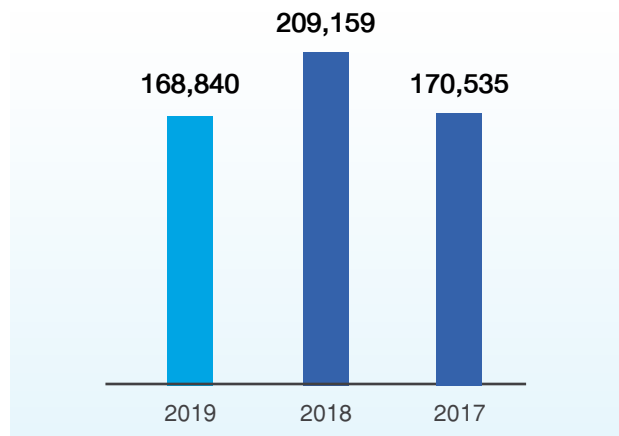
Financial Highlights

Total Revenue

(US\$ Million)

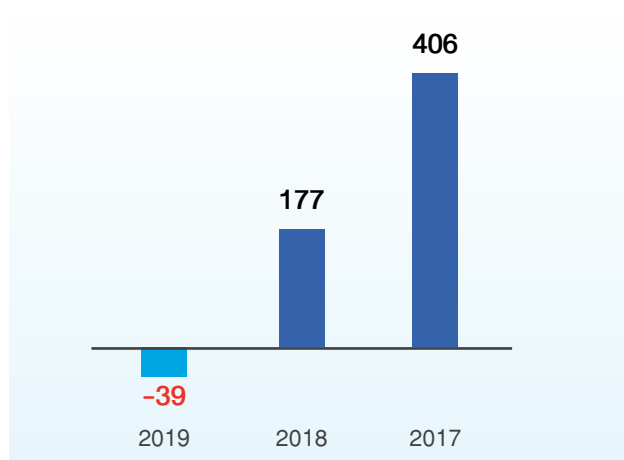


(Baht Million)

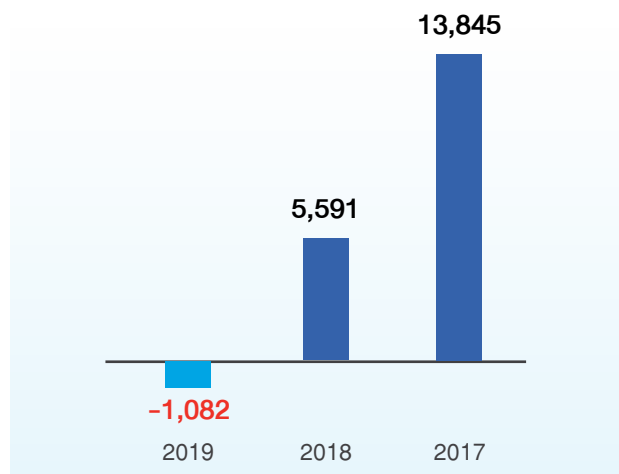


EBITDA ⁽¹⁾

(US\$ Million)

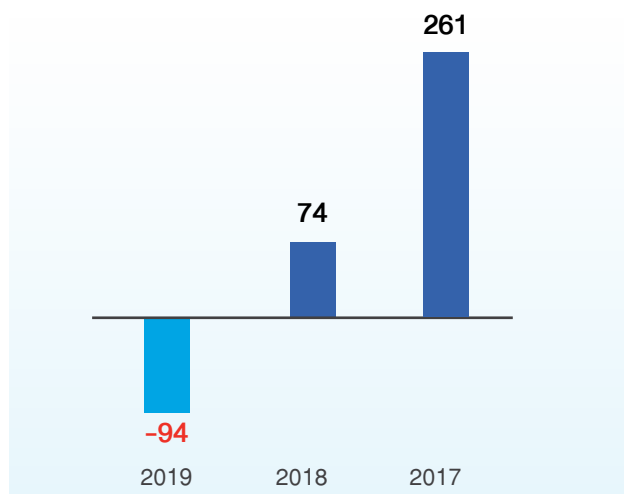


(Baht Million)

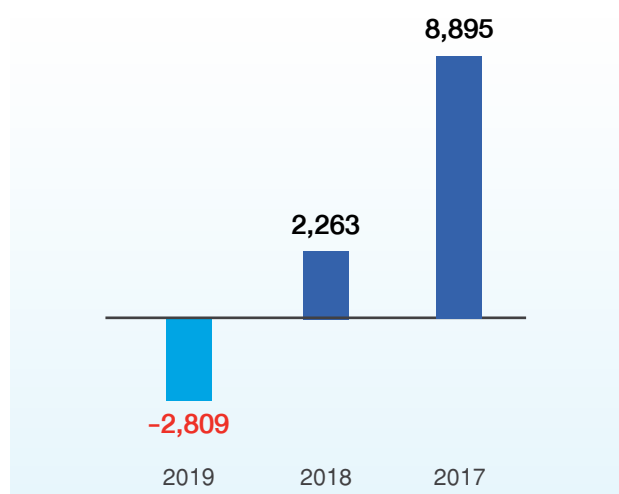


NET PROFIT/(LOSS)

(US\$ Million)



(Baht Million)



⁽¹⁾ EBITDA is Earnings before Interest, Taxes, Depreciation and Amortization.

Statement Of Financial Position (US\$ Million)	2019	2018	2017
Total Assets	1,790	1,687	1,821
Cash and cash equivalents	1	2	66
Current assets	841	781	810
Property, plant and equipment, net	880	880	937
Non-current assets	68	24	7
Total Liabilities	719	505	539
Current liabilities	703	481	513
Non-current liabilities	16	24	26
Total Shareholders' Equity	1,071	1,182	1,282

Statement Of Financial Position (Baht Million)	2019	2018	2017
Total Assets	54,294	55,010	59,797
Cash and cash equivalents	20	74	2,171
Current assets	25,504	25,447	26,593
Property, plant and equipment, net	26,686	28,698	30,791
Non-current assets	2,084	791	241
Total Liabilities	21,818	16,482	17,696
Current liabilities	21,334	15,704	16,848
Non-current liabilities	484	778	848
Total Shareholders' Equity	32,476	38,528	42,101

Key Financial Ratio	2019	2018	2017
Current ratio (time)	1.2	1.6	1.7
Net profit margin (%)	(1.7)	1.1	5.2
Return on assets (%)	(5.4)	4.2	15.0
Return on equity (%)	(8.3)	6.0	21.4
Net debt to equity (time)	0.7	0.4	0.4
Interest coverage (time)	(81.5)	60.1	119.9
Dividend payout ⁽¹⁾ (%)	50.0*	104.0	60.0

⁽¹⁾ Dividend payout ratio based on the performance of period of dividend declaration

* In 2019 calculated from 1H net profit



For more information
Scan here

Overview of Business, Vision, Mission, and Strategy

SPRC is one of leading petroleum product producers in Thailand and among the most efficient refineries in the Asia Pacific region, located in Map Ta Phut Industrial Estate, Rayong. We operate a complex refinery with a capacity of 165,000 barrels per day of crude oil. We successfully completed the Capacity Expansion Project to 175,000 barrels per day during 2019 Turnaround and Project Event. Our products include liquefied petroleum gas ("LPG"), polymer grade propylene ("PGP"), chemical grade naphtha, premium and regular grades of gasoline, jet fuel, diesel, fuel oil, and asphalt. We place our petroleum products primarily in Thai domestic market, mostly through Chevron, PTT and chemical products to petrochemical companies in Map Ta Phut Industrial Estate.

Our Vision is:

**"One Family...
Fueling the Future of Thailand"**

Our Mission is:

"We are a highly engaged Family, dedicated to providing sustained superior returns to our shareholders through industry leading safe and reliable operations, producing quality products that exceed customer expectations, in harmony with our communities and the environment"

SPRC intends to accomplish the Mission through the focus in three Key Result Areas; Operational Excellence, People and Stakeholders. The specific strategic objective on each of the Key Result Area are as follows:

1. **Operational Excellence:** Set the Global Standard for Operational Excellence
2. **People:** Set the Standard in Thailand as the Employer of Choice
3. **Stakeholders:** Set the Standard in Asia Pacific for Shareholder Return

At SPRC, we believe that nothing is more important than operating safely and reliably. We have a strong foundation of personal safety. Our first and foremost commitment is to the safety of our employees and contractors and to the safety of the surrounding community and environment. We work together as One Family with deep care and concern for all our employees, contractors, and stakeholders. Our operational excellence and process safety ensure minimal downtime and operational reliability. The top performance in availability and utilization enable us to focus on continuous margin improvement. Our high level of performance generates high margin and returns to shareholders.

SPRC is stepping toward ensuring business sustainability with stronger emphasis on SPRC strategic planning and more deliberately shape our future direction. We focus our evaluation of business strategies that enhances our competitiveness through a more diversified portfolio of products and shifting yield to more high value products, which in turn create and sustain good returns to our shareholders.

Key Accomplishments in 2019

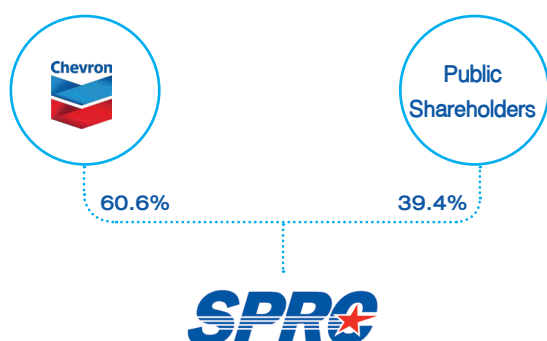
Our key accomplishments in 2019 include:

- Achieved 26.6 million man-hours without days away from work injury.
- Operated safely and reliably, with no shutdowns between planned turnarounds.
- Sustained high operational availability of 98.1%, first quartile Solomon Benchmark performance against peers in the Asia Pacific region.
- Continued crude slate optimization, with total of 25 different types of crude processed in this year. Of this, 4 of the crudes were new to SPRC, including a first cargo of US light tight oil for SPRC.
- Remained competitive with continuous margin improvement through Bottom Line Improvement Program (BLIP), \$2.34/bbl margin captured from good process and crude optimization.

- Successfully executed the largest and most complex Turnaround and Event Project in SPRC's history. The enhanced refinery, through our reliability and capacity upgrades from 165,000 to 175,000 barrels of crude per day, position us to better capture margin when market opportunities arise.

Shareholding Structure

Chevron is our major shareholder, holding 60.6% of share in SPRC. The present shareholding structure is as shown below.



Chevron is one of world's leading oil and gas groups with over a century of experience worldwide. The long-standing relationship with Chevron and its connection bring SPRC the competitive advantage through providing competitively priced crude and feedstock supply, petroleum products sale agreements and access to proprietary technologies and systems.

Human Performance

Human Performance (HP) is one of the key focus areas that will help SPRC continually improve on our Incident and Injury Free journey. The HP program is primarily designed around the process of helping people become more effective in the workplace as well as becoming more aware of the potential to make errors. HP is then about understanding what changes can be made to improve people effectiveness and building in safeguards or tools to either minimize the chance of errors occurring or to reduce the consequences.

The HP program has looked at the following:

- Increasing the overall Staff Awareness of what HP is about and how it can impact their personal performance
- The upgrading our Critical Work Procedures through their review and then conversion into a consistent "smart" format
- The review of Job Competency Profiles and the associated training programs
- The incorporation of a more robust and consistent Shift Turnover Process
- The incorporation of the HP principles into the Incident Investigation and Reporting process

The following are highlights of the HP achievements for year 2019:

- Introduced HP principle and practice to support "The Event"
- Competency recertified for Operations positions
- Continued conversion of procedures to "smart" format
- Continued the HP program in the Administration side of the company
- Improved job competency assessment criteria and process in admin area
- Use of technology to support Operator Driven Reliability (ODR)
- Application of rigorous audit program for critical Safe Work Practices in Operations

In 2020, HP program will continue to upgrade procedures, maintain consistency in shift turnovers and build competency across the organization. The HP program will introduce a new way of learning and understanding how a particular work activity actually gets done. This new learning approach will help us discover things that could be either potential vulnerabilities things that can help to strengthen our safeguards.

Nature of Business

SPRC is one of the leading petroleum product producers in Thailand and among the most efficient refineries in the Asia Pacific region. We operated a complex refinery with a capacity of 165,000 barrels per day of crude oil. We successfully completed the 2019 Turnaround and Expansion project which increase the capacity to 175,000 barrels per day.

Crude and Product

Our refinery is capable of processing a wide range of crude oil, which we typically source from the Middle East and the Far East. Our choice of feedstocks and product slate at any time depends on relative prices and yields. We decide on our product slate with input from our offtakers, based on our assessment of demand and projected prices for the various products that we can produce, typically around three months in advance of expected orders.

Our primary petroleum products from the distillation and conversion of crude oil are hydrocarbon fuels, which include LPG, premium and regular grades of gasoline, jet fuel, diesel, fuel oil and asphalt, as well as petrochemical feedstocks used in the petrochemical industry, which include PGP, LPG, chemical grade naphtha, mixed C4, reformat and sulfur.

Revenue structure

The following table sets forth the sales revenue and sales volumes of our various petroleum products for the periods indicated. Sales prices and revenue include excise taxes, oil fund, conservation fund and local taxes on fuels as required. These taxes are pass-through taxes that are sent on to the government.

Sale Revenue (in millions of US\$)	Year Ended December 31,								
	2019			2018			2017		
	Sales Revenue	Volume (thousand barrels)	US\$/bbl ⁽²⁾	Sales Revenue	Volume (thousand barrels)	US\$/bbl ⁽²⁾	Sales Revenue	Volume (thousand barrels)	US\$/bbl ⁽²⁾
PGP	87.1	1,263	68.97	122.1	1,490	81.99	99.2	1,414	70.21
LPG	103.0	2,340	44.03	137.0	2,718	50.42	128.7	2,703	47.63
Light Naphtha	128.7	2,295	56.09	181.8	2,804	64.84	131.6	2,487	52.91
Gasoline	1,616.3	14,750	109.58	1,868.8	16,277	114.81	1,556.1	15,382	101.16
Jet Fuel	346.3	4,306	80.42	466.7	5,181	90.09	286.3	4,131	69.30
Diesel	2,393.8	21,381	111.96	2,694.6	23,464	114.84	2,053.0	22,148	92.69
Fuel Oil	254.8	4,373	58.25	437.7	6,855	63.84	349.4	7,221	48.38
Asphalt	43.3	770	56.31	49.5	825	60.01	55.5	1,232	45.07
Mix C4	92.9	1,828	50.83	125.8	2,247	55.99	115.6	2,533	45.64
Crude	29.6	427	69.19	0.3	5	72.17	0.9	16	54.45
Other ⁽¹⁾	295.9	4,218	70.16	354.1	5,015	70.61	232.6	4,226	55.06
Total Revenue	5,391.7	57,951	93.04	6,438.6	66,880	96.27	5,008.9	63,492	78.89

⁽¹⁾ Includes sulfur, reformat and products sold pursuant to our cracker feed exchange with PTT Global Chemical

⁽²⁾ Includes excise tax, energy conservation promotion fund, oil fuel fund and local taxes

We sell a significant portion of our petroleum products primarily through the Offtake Agreement that we have entered into with Chevron and PTT (PTT&PTTOR) and we sell our products both domestically and for export. From time to

time, we also enter into a variety of short-term product sales agreements on a spot or term basis for the remaining petroleum products that are produced in our refinery.

Our top two customers are Chevron and PTT (PTT&PTTOR). The following table sets forth the percentage of total revenue accounted for by Chevron and PTT (PTT&PTTOR), respectively, for the periods indicated.

	Year Ended December 31,		
	2019	2018	2017
	% of Total Revenue		
Chevron	54.2	52.4	57.5
PTT&PTTOR	34.2	35.0	31.3
Others	11.6	12.6	11.2
Total	100.0	100.0	100.0

The following table sets forth our sales revenue for our petroleum products that are sold domestically as compared to export for the periods indicated. The domestic market is typically higher value than the export market.

	Year Ended December 31,					
	2019		2018		2017	
	Sales Revenue	% of Total Revenue	Sales Revenue	% of Total Revenue	Sales Revenue	% of Total Revenue
	(in millions of US\$, except for percentages)					
Petroleum Products						
Domestic	4,974.2	92.3%	5,728.7	89.0%	4,354.8	86.9%
Export	417.5	7.7%	709.9	11.0%	654.1	13.1%
Total revenue	5,391.7	100.0%	6,438.6	100.0%	5,008.9	100.0%

The following table sets forth our sales revenue for each of our petroleum products and such revenue as a percentage of our total revenue for the periods indicated.

Sale Revenue (in millions of US\$)	Year Ended December 31,					
	2019		2018		2017	
	Sales Revenue	% of Total Revenue	Sales Revenue	% of Total Revenue	Sales Revenue	% of Total Revenue
Polymer Grade Propylene	87.1	1.6%	122.1	1.9%	99.2	2.0%
Liquefied Petroleum Gas ⁽¹⁾	103.0	1.9%	137.0	2.1%	128.7	2.6%
Light Naphtha	128.7	2.4%	181.8	2.8%	131.6	2.6%
Gasoline	1,616.3	30.0%	1,868.8	29.0%	1,556.1	31.1%
Jet Fuel	346.3	6.4%	466.7	7.2%	286.3	5.7%
Diesel	2,393.8	44.4%	2,694.6	41.9%	2,053.0	41.0%
Fuel Oil	254.8	4.7%	437.7	6.8%	349.4	7.0%
Asphalt	43.3	0.8%	49.5	0.8%	55.5	1.1%
Mix C4	92.9	1.7%	125.8	2.0%	115.6	2.3%
Crude	29.6	0.6%	0.3	0.0%	0.9	0.0%
Others ⁽²⁾	295.9	5.5%	354.1	5.5%	232.6	4.6%
Total Revenue	5,391.7	100.0%	6,438.6	100.0%	5,008.9	100.0%

⁽¹⁾ Includes Government fuel subsidies

⁽²⁾ Includes sulfur, reformat and products sold pursuant to our cracker feed exchange with PTT Global Chemical

Product Pricing

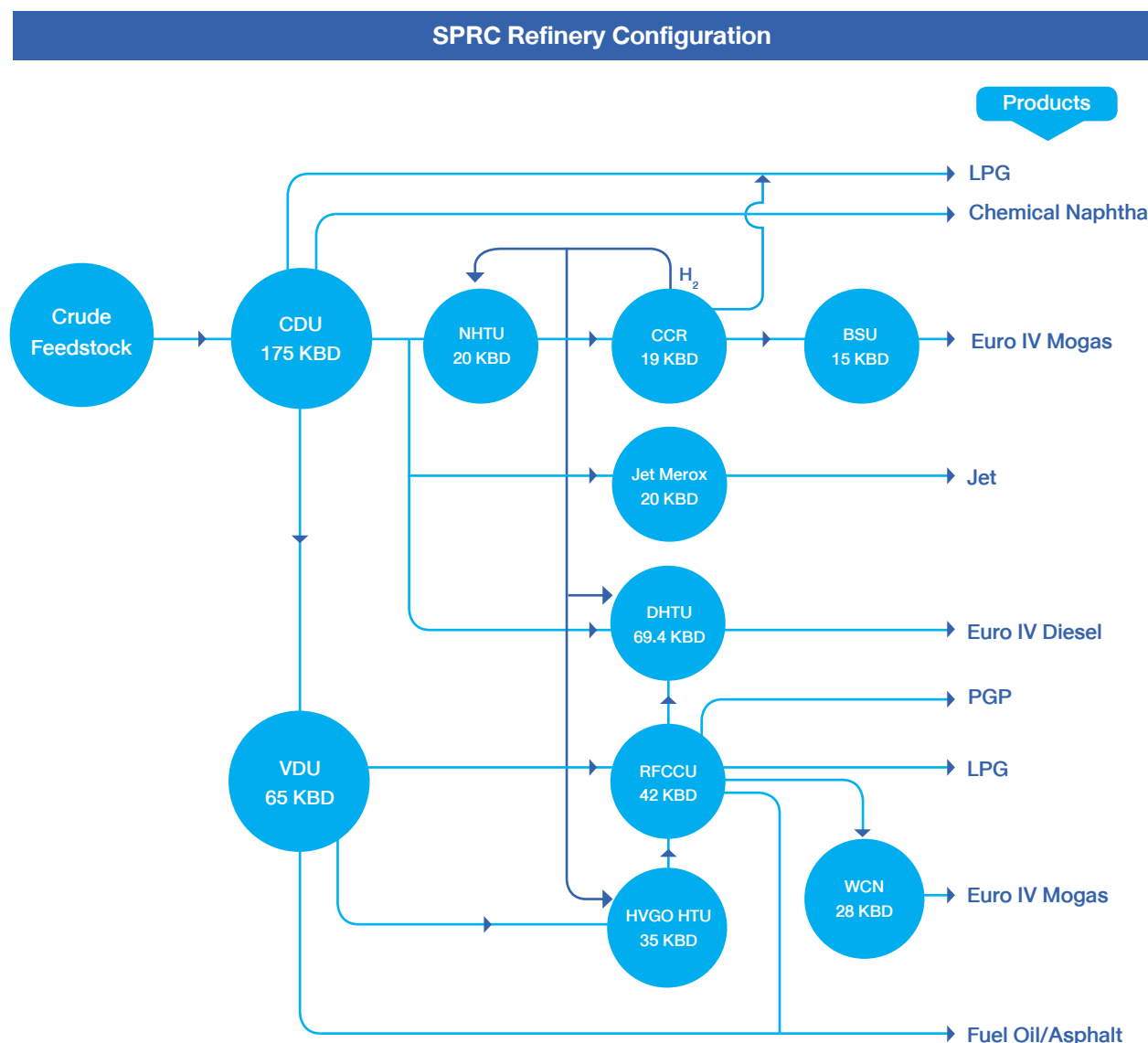
Most of the products sold through the offtake Agreement are benchmarked off the Mean of Platts Singapore, or MOPS. Thai domestic prices are adjusted from MOPS pricing with certain transportation, production, product quality, and market adjustments as appropriate.

Domestic sale prices of petroleum products sold outside of the Offtake Agreement are also market driven and are generally based on the monthly average of regional benchmark prices with certain adjustment for the applicable product in the month that they are sold. Our exports for petroleum products are also generally based on benchmark pricing, such as the price for the relevant product quoted on MOPS, plus or minus a premium or discount based on market conditions and negotiations with potential purchasers as well as differences in product quality and location.

Production Facilities and Processes

Our production facilities are located in Rayong province, approximately 200 kilometers to the southeast of Bangkok. Our refinery is a cracking refinery as compared to a hydroskimming refinery. Hydroskimming refineries are relatively low complexity refineries that have a significant amount of fuel oil yield. Cracking refineries are able to upgrade a significant portion of fuel oil into higher value transportation fuels such as gasoline, jet and diesel, providing a much higher margin than hydroskimming refineries.

The following diagram illustrates our refinery's configuration:



KBD = 1,000 barrels per day

Our refinery's main units comprise of the following (all capacity figures are given as of 31 December 2019):

- one Crude Distillation Unit ("CDU") that heats crude and then distills it, with a capacity of 175,000 barrels per day that uses crude oil as a primary feedstock and primarily produces LPG, naphtha, jet fuel, diesel and long residue;
- one Vacuum Distillation Unit ("VDU") that uses a vacuum to improve distillation of long residue from the CDU, with a capacity of 65,000 barrels per day, and primarily produces diesel, heavy and very heavy vacuum gas oil, fuel oil and asphalt;
- one Naphtha Hydrotreater Unit ("NHTU"), with a capacity of 20,000 barrels per day, which removes sulfur from heavy naphtha prior to feeding it to the continuous catalytic regeneration reformer;
- one Continuous Catalytic Regeneration Reformer ("CCR"), with a capacity of 19,000 barrels per day, which converts low-octane naphtha into high-octane reformate for production of various grades of unleaded gasoline;
- one Benzene Saturation Unit ("BSU") that reduces the benzene in reformate, with a capacity of 15,100 barrels per day;
- one Jet Merox Unit that treats jet streams from the CDU in order to produce jet fuel, with a capacity of 20,000 barrels per day;
- one Diesel Hydrotreater Unit ("DHTU") that treats streams from the CDU, VDU and RFCCU to produce diesel, with a capacity of 69,400 barrels per day;
- one Residue Fluidized Catalytic Cracker Unit ("RFCCU") that cracks petroleum hydrocarbons in order to convert heavy low value fractions of petroleum crude oils to more valuable and higher margin products, with a capacity of 42,000 barrels per day. The RFCCU operates in conjunction with one propane/propylene splitter that allows for the separation and production of polymer grade propylene (PGP), with a capacity of 6,400 barrels per day, as well as merox treating units designed to make LPG and gasoline products meet product specifications with a total capacity of 49,000 barrels per day;

- one Whole Cracked Naphtha Hydrotreater Unit ("WCN") that treats gasoline from the RFCCU, with a capacity of 28,000 barrels per day; and
- one Heavy Vacuum Gas Oil Hydrotreater Unit ("HVGO HTU") that removes sulfur and improves feed quality for the RFCCU, with a capacity of 35,000 barrels per day.

Overview of the Refinery Production Process

By heating crude oil to a certain temperature and sending it to the crude distillation unit, it is possible to separate crude oil into different fractions, each with its own boiling range. The crude distillation unit produces several streams that are utilized in the refinery to produce different petroleum products. The lighter boiling components rise up the crude distillation tower while the heavier boiling components fall to the bottom. As the lighter components pass up through the crude distillation tower, the oil's temperature gradually drops and vapor is condensed. The distillation of oil vapors at different temperatures produces various petroleum products such as LPG, naphtha, jet fuel, and diesel. The heavier components are sent to the vacuum distillation unit which reduces the boiling point of the heavier components to facilitate the separation of diesel and heavy vacuum gas oil from residue. The residue from the vacuum distillation unit is used to produce fuel oil and asphalt. The heavy vacuum gas oil and very heavy vacuum gas oil are sent to the RFCCU.

The heavy vacuum gas oil from the vacuum distillation unit is fed to the heavy vacuum gas oil hydrotreater, which removes sulfur and improves feed quality for the RFCCU. The RFCCU converts streams from the vacuum distillation unit and the heavy vacuum gas oil hydrotreater unit that would otherwise be used to make lower value fuel oil into lighter, more valuable products such as LPG, gasoline and diesel by cracking, or breaking, large molecules into smaller molecules. Our RFCCU also upgrades a portion of the vacuum distillation unit residue and this allows our refinery to process lower cost, heavier crude oils. A dedicated distillation process is used to separate components into refinery fuel gas, PGP, LPG, gasoline, diesel, and a small amount of fuel oil. The gasoline from the RFCCU is treated in the whole cracked naphtha hydrotreater unit to meet Euro IV gasoline specifications.

Some of the lighter components from the crude distillation tower are sent to a series of towers called the light end recovery. The separated components consist of a refinery fuel gas, LPG, light naphtha and heavy naphtha. Light naphtha is sent to the gasoline-blending unit, or sold as chemical naphtha to petrochemical companies as ethylene cracker feedstock. Low octane heavy naphtha is routed to the naphtha hydrotreater to remove sulfur and then to the continuous catalyst regeneration reformer to boost its octane by changing the shape of the oil molecules to higher octane molecules. The reformed naphtha, or reformate, is sent to the benzene saturation unit which reduces benzene content in order to comply with Euro IV specifications. The product from the benzene saturation unit is used to blend different grades of unleaded gasoline.

The oil from one of the streams of the crude distillation unit is directed to the Jet Merox Unit to remove contaminants to produce jet fuel. Other streams from the crude distillation unit, the vacuum unit and the RFCCU are treated in the diesel hydrotreater unit to produce Euro IV diesel.

Feedstocks

Crude Oil Supply

The main feedstock used in our refinery production process is crude oil. We are capable of processing a wide range of crude oil, including crude oil from the Middle East, Far East and other regions. As our refinery has upgrading and conversion units, we are able to use a higher proportion of heavy sour crude from the Middle East, which has a higher sulfur content and is less costly than light sweet crude, to produce a product slate that matches customer demand. We use Chevron's global crude and feedstock procurement network, crude characterizations and proprietary linear program to optimize the quantity and type of crude oil and other feedstocks that serve as inputs in our refinery. This allows us to more precisely source, select and blend crude oil that enhances our gross refining margins while meeting customer demand. Our crude oil slate is determined after we decide on our product slate with input from our offtakers, based on our assessment of customer demand and projected prices for the various products that we can produce, typically around

three months in advance of product sales. We input pricing and product demand information into Chevron's proprietary linear software, which takes into account our production processes and constraints, to determine the optimal blend of crude oil to purchase.

We source and purchase crude oil primarily through Chevron and PTT and their affiliates on credit terms that are in line with market practice.

Other Refinery Feedstocks and Raw Materials

We also purchase long residues and other feedstocks for processing in our refinery. We purchase such principal feedstock for our refinery primarily from Chevron under feedstock supply agreements. We use hydrogen to remove sulfur from our petroleum products as part of the hydrotreating process. We have entered into agreements with outside suppliers to provide supplemental hydrogen to our refinery.

Intermediate Products Exchange

We have entered into a cracker feed exchange with PTTGC where we supply heavy vacuum gas oil as supplemental feed to PTTGC's hydrocracker, and PTTGC supplies us with hydrocracker bottoms as a supplemental feed to the RFCCU. The objective of the exchange is to increase yields of higher value products at both our RFCCU and PTTGC's hydrocracker. Our facilities are located near to those of PTTGC's refinery, and the intermediate products exchange is accomplished through use of direct pipelines.

Catalysts

We use various types of catalysts in many of the major units in our refinery to facilitate reactions to improve product yields and product quality. Catalysts typically last from two to six years, depending on the type of catalyst used and the unit in which it is used. We evaluate and select catalysts based on their performance and price and the needs of our refinery. We typically purchase catalysts on a spot basis, based on technical and commercial considerations at the time. However, our Residue Fluidized Catalytic Cracker Unit requires continuous catalyst make-up, and we typically enter into term contracts for this continuous supply.

Flows and Storage

Crude Oil

We primarily receive crude oil shipments through a single point mooring system, that we own jointly with PTTGC, that permits us to receive shipments from very large crude carriers, or VLCCs, of up to 265,000 dwt capacity. VLCCs significantly reduce crude transportation costs from the Middle East and we also take advantage of co-loading VLCCs with PTTGC in order to share these transportation costs. The co-loading also applies the Aframax size with other refineries to minimize freight cost when receiving crude in smaller shipment. We are also able to receive crude oil in smaller shipments through a pier in our marine terminal. This crude is delivered to storage tanks at the refinery through pipelines that connect directly to our refinery.

Product Distribution

The strategic location of our refinery in the Map Ta Phut Industrial Estate in Rayong provides us access to a convenient product delivery network that allows us to distribute our products in a cost effective manner via transmission pipelines, coastal vessels via our marine terminal, and trucks via our truck loading terminal, to Thailand's main demand clusters for petroleum products. In addition, several petrochemical companies that purchase products from our refinery are also located in the vicinity of the Map Ta Phut Industrial Estate. Our refinery is connected to the Thapline pipeline and our offtakers transport gasoline, jet fuel and diesel through it to distribution networks in the Bangkok area. We operate a booster pump, which is jointly owned with GC, to deliver products to the Thapline pipeline.

We also have a marine terminal with two piers to distribute products throughout Thailand. The main pier has five berths and is able to accommodate vessels of up to 80,000 dwt and is used for the distribution of petroleum products both

domestically and to export markets as well as to receive domestic crude oil and other feedstocks. We also have a second pier that has two berths for the loading and distribution of LPG.

We also operate a truck loading terminal for our offtakers to facilitate the distribution of our petroleum products to the southeast and northeast of Thailand, within Rayong province and to the Indo-China export market, including Laos, Cambodia and Myanmar. Our truck loading terminal also contains an asphalt loading rack to distribute asphalt and we charge operating costs of the truck loading terminal to offtakers. We have installed a vapor recovery unit and bottom loading capabilities in our truck terminal to reduce VOC emissions at the terminal.

Storage

Our refinery has a total of 71 storage tanks and facilities to enable us to store feedstocks after delivery and before process, products before delivery and certain intermediate processing streams. We have an aggregate nominal crude oil storage capacity of approximately 4.9 million barrels, representing up to 29 days' supply of crude oil. Thai regulations require us to hold a legal reserve of crude oil equivalent to 6% of our annual sale of petroleum products domestically. Our product inventory increases and decreases from time to time reflecting timing of product deliveries and operational variations.

Competition

The refining industry in Thailand is highly competitive. There are seven refineries in Thailand and we principally compete with five other domestic petroleum refineries in Thailand, which are Thai Oil, Esso, Bangchak Petroleum, PTTGC, and IRPC. PTT, which is Thailand's largest oil and Gas Company, holds significant interests in three of our principal competitors: Thai Oil, PTTGC and IRPC.

The Oil Refining Industry

Current Oil Price Environment

In 2019, crude prices were volatile with Dubai crude price moving between US\$51.85/bbl and US\$74.49/bbl. The average Dubai price in 2019 of US\$63.51/bbl was lower than 2018 average of US\$69.65/bbl, as a result from U.S. attempts to drive Iranian oil exports down to zero, OPEC supply cuts and Middle East tensions outweighed the U.S.-China trade dispute. Moreover, the attack on top

oil exporter Saudi Arabia's oil facilities also threatens global oil supplies. In the fourth quarter 2019, average Dubai price was US\$62.08/bbl as freight rates to ship U.S. crude to Asia continued to surge, a possible delay in resolving the U.S.-China trade war and sharply rose in global oil inventories despite OPEC and its allies deepening their output cuts and slowing U.S. production growth. The U.S. crude oil stocks have reached low record stock levels at 430 million barrels at the end of December.



Oil Industry Outlook

The International Monetary Fund (IMF) has projected global growth at 3.3 percent for 2020 and 3.4 percent to 2021, reflecting primarily a projected improvement in economic performance in several emerging markets in Latin America, the Middle East, and emerging and developing Europe that are under macroeconomic strain. Over the medium term, growth in advanced economies is projected to remain subdued, reflecting a moderate pace of productivity growth and slow labor force growth as populations age.

For 2020, global oil demand growth forecast at 1.2 mb/d, unchanged from 2019 forecast growth. Faced with potential oversupply in early 2020, OPEC+ (a group of 24 oil producing nations, made up of the 14 members of OPEC, and 10 other non-OPEC members, including Russia) agreed to deepen existing cuts to 2.1 mb/d in 1Q20. The sharp drop in refining margins in November 2019 in all markets revealed the delicate balancing act between global crude oil and product markets.

Asian refined products demand growth is expected to weaken as the US-China trade conflict drags on, global demand remains weak and uncertainties with China's GDP growth in 2020 expected to further decelerate to 5.7%. Weak regional manufacturing activity also dragged Asian middle distillate demand growth to its slowest pace in five years but MGO demand from marine bunkers will keep the market tighter early in the year. Asian gasoline and naphtha demand growth will rise seasonally in January 2020 during the Lunar New Year period and demand for the petrochemical feedstock. Overall fuel oil (comprising of HSFO and VLSFO) demand use in the bunker sector is expected to trend lower as MGO penetration increases. Demand use in power generation is also expected to be a notch lower compared with a similar period last year owing to the restart of nuclear reactors in Japan and South Korea.

Environmental Matters

Our operations are subject to various environmental laws and regulations, including the Enhancement and Conservation of National Environmental Quality Act B.E. 2535 (1992), the Factory Act B.E. 2535 (1992) and Fuel Control Act B.E. 2542 (1999). In 1992, Thailand strengthened environmental laws and regulations in order to promote sustainable development and to better protect the natural environment. Environmental laws and regulations, among other matters, restrict the type, quantities and concentration of various substances that can be released into the environment. Our operations are also subject to laws and regulations relating to the generation, handling, storage and transportation of petroleum products, as well as the treatment of pollutants. These environmental laws and regulations, particularly those relating to waste management, air emissions and water discharged from our operations, affect our oil refining business. The primary governmental bodies which supervise the environmental aspect of our operations are the Office of Natural Resources and Environmental Policy and Planning under the Ministry of Natural Resources and Environment, the Pollution Control Department of the Ministry of Natural Resources and Environment, the Industrial Estate Authority of Thailand, the Industrial Works Department of the Ministry of Industry and the Department of Energy Business of the Ministry of Energy.

We have implemented various pollution control system and other environmental impact mitigation measures and monitoring program as required by applicable law, including applying advanced technologies to reduce emissions and conserve resources. Our refinery has implemented a high efficiency wastewater treatment system consisting of an oil and water separator that permits the recycling of oil, an induced air flotation unit that also improves oil and water separation, an equalization unit that mixes and controls

the volume and concentration of contaminant and biotreaters that remove contaminants prior to discharging water. Our refinery has implemented solid waste management system to ensure that all types of wastes generated from SPRC sites are properly classified, handled and safely disposed of in compliance with Thai legislation and International agreements. We also applied 3Rs (Reduce, Reuse and Recycle) in the solid waste management. SPRC waste management focus to reduce or minimize the amount of waste generated and disposal in landfill by incorporating 3Rs wastes where possible, disposing the remainder in a safe and environmentally responsible and acceptable manner.

In year 2018, the government has announced the Enhancement and Conservation of National Environmental Quality Act (number 2) B.E. 2561 and Ministry of Industry has announced exception of non-hazardous waste movement permit requisition B.E. 2561

In year 2019, the government has announced the Notification of Natural Resources and Environment on EIA Monitoring Report Criteria, methodology and conditions which currently we have already complied with this regulation.

We conduct regular reviews aimed at achieving compliance with our environmental policies. We believe we are in compliance in all material respects with environmental laws and regulations applicable to us.

SPRC believes in maintaining a good balance between environmental stewardship, financial performance, and social development. We have incorporated this fundamental Sustainable Development belief into the way we do business. Several key Focus Areas for us to continuously improve our performance include Green House Gases Emissions, Air Emissions, Oil Spill Prevention and Response, Water Management and Waste Management.

Risk Management and Risk Factors



SPRC continuously improving our risk management process and embedding into our key business processes to make it as our continuous improving culture.

SPRC uses a robust work process to identify risk factors, develop risk assessments and mitigation plans to manage these risks. We attach great importance to identify risk factors from internal and external sources, which are aligned with our “Key Result Areas” KRA’s, Operation Excellence, Stakeholders and People. We utilize a risk assessment matrix (RAM) to assess and identify risks which require mitigation plans.

SPRC have the systematic monitoring mitigation plan and keep update on key risks. All risk factors and mitigation actions are reviewed quarterly with the Risk Management Committee which consists of the Chief Executive officer, the deputy Chief Executive Officer-Operation, the Supply Planning Manager and the Chief Financial Officer. We also review our risk mitigation plans and progress on mitigation plans with the Audit Committee on a quarterly basis.

In 2019, SPRC assessed for both internal and external risk factors covering with market or economic changing, digitalization, regulation changing, business competitors and operational activities. SPRC Corporate Risk are divided into five key risks and mitigation plans are developed to manage, minimize consequences of those risks and ensure that we can achieve the key result areas (KRA).

Strategic Risk

Refinery Competitive Position

SPRC strategy is to shut the whole facility in every 5-6 years period to do the full maintenance and inspection. This strategy supports SPRC to achieve high utilization, maximize the operational availability, and minimize the associated cost to have the units shutdown every few years. We have achieved more than 5.5 years since the last major turnaround in February 2014. This year SPRC do a major turnaround and inspection (T&I) to perform compulsory compliance inspections and equipment maintenance to make the units run reliably over the next 6 years cycle and take the opportunity to implement projects to improve safety, reliability, reduce energy consumption, enhance flexibility for optimization of crude supply, fuel oil freight optimization to minimize IMO impacts, and increase refinery capacity from 165,000 barrel/day to 175,000 barrel/day which will improve SPRC bottom line margin (BLIP) by incrementally increasing crude processing and downstream unit capacity. The material upgrading investment will support SPRC to minimize Operating Cost thru reduction of maintenance and inspection cost.

SPRC uses Solomon Associates refinery benchmarking services to help SPRC develop aspirational targets to improve our operating efficiency and competitiveness. SPRC has demonstrated sustained performance meeting our aspirational targets in utilization, efficiency and reliability, which are the first steps in being competitive. To provide continuous improvement in financial returns, SPRC has a Bottom Line Improvement Program (BLIP) which addresses margin improvement, People Efficiency & Waste Elimination (PEWE), Lean six sigma and oil loss control. We have effective work processes such as Advanced Optimization Studies (AOS) and Innovation Quests (IQ) to help identify ideas to enhance refinery optimization. SPRC also integrate sustainable development in our procedures and operational policy through management system in all area, for example, Environment, Health & Safety Management System, Hydrocarbon Management System, Asset Management System and Administration Management System to drive succession in our key result areas and be long timer competitiveness in refinery business.

SPRC has reviewed our long-term business strategy to capture and address future threat and opportunity which results from changes in energy business environment, evolving threat of the future energy by focusing on the next cycle of investment to ensure company can stay competitive and provide superior return to the shareholders.

For the future trend of digitalization, SPRC developed digitalization road map and starting implement new platform for system completion and turnover management system to support turnaround execution. Moreover, we developed application to strengthen Customer Satisfaction, increase efficiency and accuracy of product order management.

Laws and regulations relating to the environment or product specification requirements

SPRC closely monitors and follow up all information that relate with regulation or product specification changes. We have the working team to participate with the Federation of Thai Industry (FTI) where we work with other refineries to understand laws and regulations that may impact our business and advocate with the government as appropriate. This helps us develop mitigation plans to minimize potential risks from the regulations. The new regulations that relate with our business, for example, new global bunker fuel specifications from the IMO,

EURO V fuels and future asphalt specifications are reviewed and accessed the economic feasibility to developed project opportunities or mitigation plans including follow up actions for each of these items to ensure these actions are completed as planned.

SPRC supplies products that meet or exceed customer requirements and expectations. We have a dedicated working team, the Crude to Customer Committee, to develop and implement effective work processes starting with crude buying and finishing with product delivery to the customers to meet both quality and quantity requirements. We have a robust work process to capture customers feedbacks and develop key supply performance indicator to ensure we meet both tangible and intangible requirements from the customers



Market Risk

Refinery margins are primarily impacted by global crude and products market results from supply and demand, much of which are outside of SPRC's control. SPRC has put a focus on those areas which we can control, to improve our performance relative to the market and improve our competitiveness. As stated above, SPRC sets aspirational targets for Operational Excellence through safe and reliable operations, allowing us to maximize utilization of our assets, and maximize profit through our Bottom Line Improvement Program (BLIP). We always set challenging targets to increase our realized margin over benchmark margins, whether in a low or high margin situation, which improves SPRC's competitiveness.

Operational Risk

Significant interruption in the operations

SPRC has a strong “Incident and Injury Free” (IIF) culture. We commit to be incident and injury free in all our refinery’s operation and cultivate IIF leadership in SPRC family, which is the key driver for our excellent safety and reliability performance. SPRC’s strategic intent is to Set the Standard globally for Operation Excellence. We seek to continuously improve our performance, using benchmarking from Solomon Associates to set our targets.

SPRC continues to drive an organizational efficiency through “Human performance” (HP) focus on reducing human error, the effectiveness of work process and enhance competency. This is one of the methods that support us to operate incident and injury free with the principle of the “Right Task, Right Way, Every Time”. The Human Performance tools help to identify and eliminate “error traps” from human mistakes and support our family to perform tasks in procedure or skill-based modes. Additionally, SPRC develop all leaders to lead effective organization by execute leadership and competency development program to world class standard.

One of the key driver to be Operational Excellence is Process Safety Management (PSM) . SPRC has embedded process safety concepts into our Refinery Management System that consists of Hydrocarbon Management, Asset Management, Administrative Management, and Environmental, Health and Safety Management. These management systems provide policies, procedures and work instructions for all areas of our business to ensure we operate incident and injury free. We also have V&V (verification and validation) program to strengthen PSM processes and ensure effectiveness of process safety safeguarding.

SPRC considered not only process safety but also cyber security. We performed Cyber Security assessment by 3rd party based on NIST Cyber Security Framework and develop action plans for further improvement. Moreover, we also assessed process control network (PCN) security by Chevron to ensure reliability and security of system.

SPRC also integrates Sustainable Development concepts with our “Key Result Areas” to ensure that our activities meet the expectations of all our stakeholders, including shareholders and the surrounding communities. SPRC received the CSR-DIW Continuous Award in 2019 for the 4th Consecutive Year which was granted by the Department of Industrial Works (DIW), Ministry of Industry. The CSR-DIW Continuous Award recognizes SPRC’s commitment to social responsibility, quality of life of employees, communities and the environment that must grow and develop together.

Financial Risk

SPRC closely monitoring financial performance especially during volatile market. We had a low debt/equity ratio and we have effective systems in place to monitor our financial health, including cash flow projection, capital project expenditure and other activities. Our functional currency is US Dollars, as most of our revenues, costs and expense are based on US Dollars. This helps to reduce our exposure to interest rate and foreign exchange rate fluctuation.



Information on securities and shareholders

Our registered capital and paid-up capital

As of 31 December 2019, our registered and paid-up capital totaled Baht 30,004,442,705 consists of 4,335,902,125 ordinary shares with a par value of Baht 6.92 each.

Shareholders

List of major shareholders

List of the top 10 major shareholders as of 22 August 2019

No.	List of the top 10 major shareholders	Number of shares	Shareholding percentage
1	CHEVRON SOUTH ASIA HOLDINGS PTE. LIMITED ⁽¹⁾	2,625,888,656	60.56%
2	THAI NVDR CO., LTD.	213,394,802	4.92%
3	RBC INVESTOR SERVICES TRUST	75,154,300	1.73%
4	NORTRUST NOMINEES LIMITED-NT0 SEC LENDING THAILAND CL AC	70,853,900	1.63%
5	SOUTH EAST ASIA UK (TYPE C) NOMINEES LIMITED	46,601,362	1.07%
6	PHATRASECURITIES PUBLIC COMPANY LIMITED	36,467,400	0.84%
7	N.C.B.TRUST LIMITED	28,365,760	0.65%
8	PRUDENTIAL LIFE ASSURANCE (THAILAND) PUBLIC COMPANY LIMITED	27,333,900	0.63%
9	EAST FOURTEEN LIMITED-DFA EMERG MARKET CORE EQ PORT	25,947,100	0.60%
10	STATE STREET EUROPE LIMITED	19,983,800	0.46%

⁽¹⁾ Chevron South Asia Holdings Pte. Limited operates its business by holding shares in other petroleum refinery companies, i.e. investing in its subsidiaries and associated companies. As of the effective date hereof, Chevron Corporation, through its subsidiaries, holds 100 percent of shares in Chevron South Asia Holdings Pte. Limited

Share transfer restrictions

Our shares can be transferred without any restriction.

Dividend policy

The dividend payment policy of SPRC is to pay twice per year of at least 50 percent of net profits after legal reserve requirements. The payment is subject to actual and future cash flows, market conditions, capital requirements and other considerations as our board of directors may deem relevant.

The dividend declaration shall be made in US Dollar and converted to Thai Baht by using the average selling exchange rate of The Bank of Thailand for 7 Banking days before the notification date of the Board of Directors for consideration on the dividend payment.

Our board of directors may recommend an annual dividend payment, subject to the approval of our shareholders at the shareholders' meeting. Our board of directors may also, by its resolution, decide to pay an interim dividend to our shareholders if the directors determine that it is justified by our profits. It is the policy of our board of directors to consider an interim dividend payment to shareholders every year.

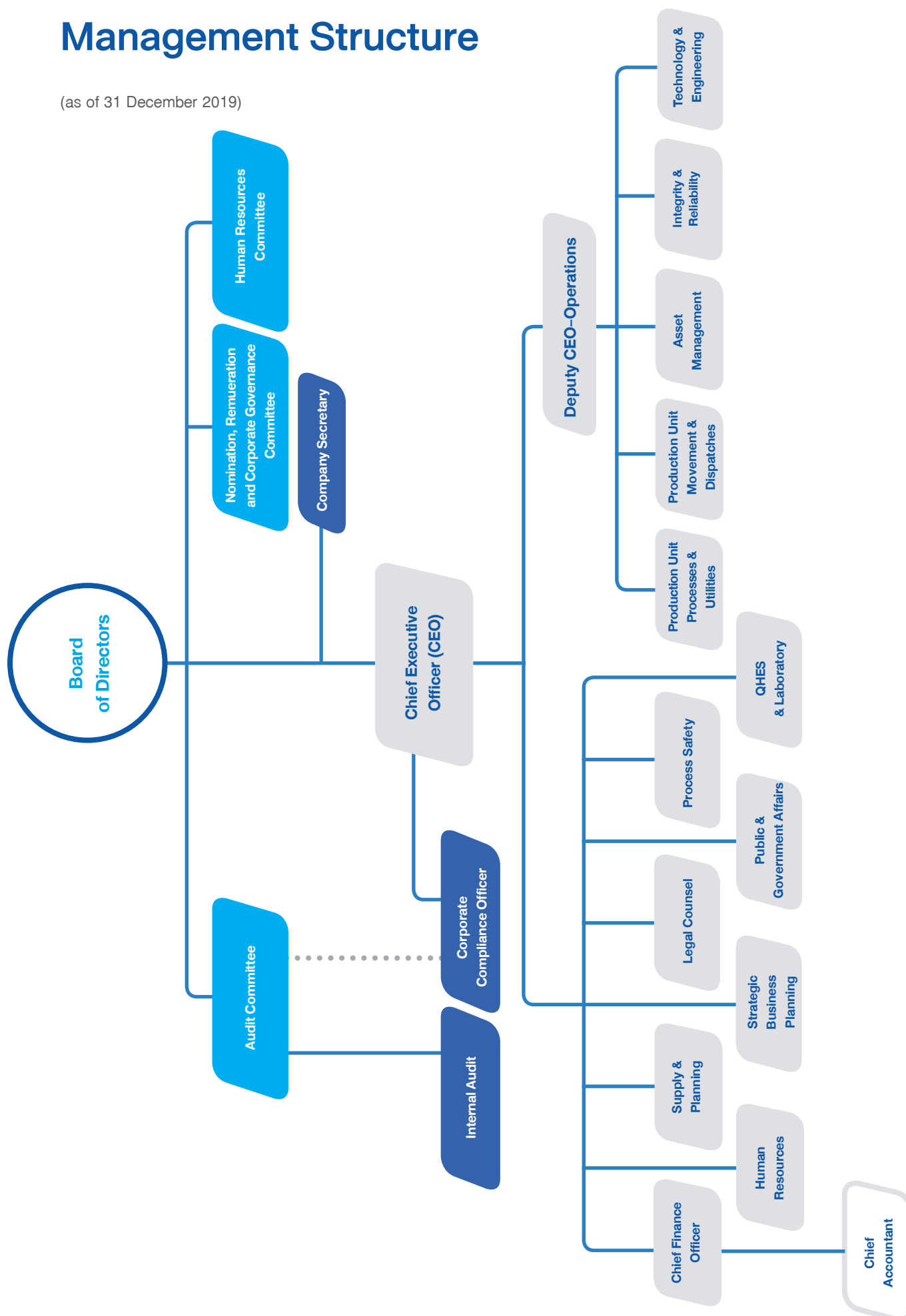
Historical dividend payment information

Year	2016	2017	2018	First six months of 2019
Net earnings per share (US\$)	0.06	0.06	0.02	0.01
Dividend per share (US\$)	0.0335	0.0362	0.0177	0.0039
Dividend payout ratio same period (%)	60.00	60.00	104.00	50.00

Year	2016	2017	2018	First six months of 2019
Net earnings per share (Baht)	2.00	2.05	0.52	0.25
Dividend per share (Baht)	1.1824	1.1427	0.5928	0.1202
Dividend payout ratio same period (%)	59.12	55.74	114.00	48.08

Management Structure

(as of 31 December 2019)



Board of Directors

(as of 31 December 2019)



1 Mr. Brant Thomas Fish ¹

- Chairman of the Board of Directors

2 Mr. Pliu Mangkornkanok

- Independent Director
- Vice-Chairman of the Board of Directors
- Chairman of the Audit Committee
- Human Resources Committee

3 Ms. Kamonwan Wipulakorn ²

- Independent Director
- Audit Committee
- Human Resources Committee

4 Ms. Kheng Ling Lok

- Director
- Nomination, Remuneration and Corporate Governance Committee



¹ In replacement of Mr. Andrew Benjamin Walz who resigned, Mr. Brant Thomas Fish was appointed by the Board of Directors Meeting No. 2/2019 to be a Company's director and chairman of the Board of directors, effective on 14 May 2019.

² Ms. Kamonwan Wipulakorn was appointed by the 2019 Annual General Meeting of Shareholder to be a Company's independent director and by the Board of Directors Meeting No. 1A/2019 to be a member of the Audit Committee and a member of the Human Resources Committee, effective on 11 April 2019.

**5 Mr. Manoon Siriwan**

- Independent Director
- Audit Committee
- Nomination, Remuneration and Corporate Governance Committee

6 Mr. Nicolas Michel Bossut

- Director
- Human Resources Committee

7 Mr. Robert Stair Guthrie

- Independent Director
- Chairman of the Nomination, Remuneration and Corporate Governance Committee
- Audit Committee

8 Mr. Timothy Alan Potter

- Director
- Chairman of the Human Resources Committee
- Nomination, Remuneration and Corporate Governance Committee
- Chief Executive Officer

Board of Directors

As of 31 December 2019, the Board of Directors comprises of 8 directors;

- 7 Non-executive directors (87.5% of total Board members), which 4 out of 7 Non-executive directors are independent directors (50.0% of total Board members)
- Mr. Pliu Mangkornkanok, Ms. Kamonwan Wipulakorn, Mr. Manoon Siriwan and Mr. Robert Stair Guthrie are independent directors who are qualified and have qualifications in accordance to the requirements of the Securities and Exchange Commission, the Capital Market Supervisory Board and the Board of Directors' charter.
- 1 Executive director, who is the CEO (12.5% of total Board members)

The election of directors followed the resolutions of the annual shareholders meetings, resolutions of the Board of Directors meetings, the laws and regulations, as well as the Company's Articles of Association. The number of directors is appropriate for the Company's business operations.

The Charter of the Board provides that the Board shall have diversity of perspectives and talents to ensure that an appropriate mix of skills, experience and expertise is maintained on the Board.

The Board aims to maintain a diversity of skill, experience, expertise and is committed to pursuing diversity in terms of gender, age and other distinction across the group for the perspectives and talents, resulting all aspects of consideration for decision making.

The Board and the Nomination, Remuneration and Corporate Governance Committee considered the Board

composition and opined that the Board has an appropriate mix of skills, experience, and expertise such as the knowledge and understanding of refinery business and operations, petroleum business, related technology and engineering, strategy, marketing, finance, corporate governance, etc.

The Company has a policy of non-discrimination. Therefore, there is no discrimination against the directors based on gender, age or race. The directors shall possess qualifications according to the Public Limited Company Act, the Securities and Exchange Act, regulations of the Securities and Exchange Commission, regulations of the Capital Market Supervisory Board and the Company's Articles of Association. The directors shall have knowledge, skills, and expertise in fields related to the Company's business, or have experiences that are beneficial to the Company's business operations, be trustworthy, have leadership skills, vision, ethics, integrity and be able to perform director's duties with care and diligence. Additionally, the directors must not serve as a director of more than 3 listed companies in the Stock Exchange of Thailand.

A new director will receive an introduction to gain background on the Company's business, operation, culture, governance and corporate structure. Additionally, all directors are encouraged to attend director training and professional development courses.

Board Committees

The Board of Directors has established 3 committees; Audit Committee; Nomination, Remuneration and Corporate Governance Committee; and Human Resources Committee in order to support and provide recommendations to the Board of Directors in each aspect for effective operations of the Company's business.

Member of each committee as of 31 December 2019

Name	Audit Committee	Nomination, Remuneration and Corporate Governance Committee	Human Resources Committee
	(4 persons)	(4 persons)	(4 persons)
1 Mr. Brant Thomas Fish ¹	-	-	-
2 Mr. Pliu Mangkornkanok	Chairman	-	Member
3 Ms. Kamonwan Wipulakorn ²	Member	-	Member
4 Ms. Kheng Ling Lok	-	Member	-
5 Mr. Manoon Siriwan	Member	Member	-
6 Mr. Nicolas Michel Bossut	-	-	Member
7 Mr. Robert Stair Guthrie	Member	Chairman	-
8 Mr. Timothy Alan Potter	-	Member	Chairman

¹ In replacement of Mr. Andrew Benjamin Walz who resigned, Mr. Brant Thomas Fish was appointed by the Board of Directors Meeting No. 2/2019 to be a Company's director and chairman of the Board of directors, effective on 14 May 2019.

² Ms. Kamonwan Wipulakorn was appointed by the 2019 Annual General Meeting of Shareholder to be a Company's independent director and by the Board of Directors Meeting No. 1A/2019 to be a member of the Audit Committee and a member of the Human Resources Committee, effective on 11 April 2019.

Audit Committee

- | | |
|-----------------------------|----------|
| 1. Mr. Pliu Mangkornkanok | Chairman |
| 2. Ms. Kamonwan Wipulakorn | Member |
| 3. Mr. Manoon Siriwan | Member |
| 4. Mr. Robert stair Guthrie | Member |

Mr. Pliu has knowledge and experience to review the financial statements.



Nomination, Remuneration and Corporate Governance Committee

- | | |
|-----------------------------|----------|
| 1. Mr. Robert Stair Guthrie | Chairman |
| 2. Ms. Kheng Ling Lok | Member |
| 3. Mr. Manoon Siriwan | Member |
| 4. Mr. Timothy Alan Potter | Member |



Human Resources Committee

- | | |
|------------------------------|----------|
| 1. Mr. Timothy Alan Potter | Chairman |
| 2. Ms. Kamonwan Wipulakorn | Member |
| 3. Mr. Nicolas Michel Bossut | Member |
| 4. Mr. Pliu Mangkornkanok | Member |



1



Mr. Brant Thomas Fish

Chairman of the Board of Directors

Age 56 years

Appointment date

- Effective on 14 May 2019

Education

Bachelor Degree

- Mechanical Engineering
University of Florida, USA

Working experience in past 5 years

2019 - Present President - International Products
Chevron International Pte. Ltd.,
Singapore

2019 - Present Director
GS Caltex Corporation, South Korea

2012 - 2019 Vice President, Americas Products
Chevron USA, Inc., USA

Current director position in other

Thai listed company(s) : none

Other current positions

- President of International Products,
Chevron International Pte. Ltd., Singapore

- Director of GS Caltex Corporation, South Korea

- Director of Fish Enterprise LCC, USA

- Director of Malolo Dynasty LLC, USA

Number of Shares held in the Company : none

Relationship to other Directors or executives

in the Company : none

2



Mr. Pliu Mangkornkanok

**Independent Director / Vice-Chairman of the Board of Directors /
Chairman of the Audit Committee / Member of the Human
Resources Committee**

Age 71 years

Appointment date

Mr. Pliu Mangkornkanok has been an independent director of the Company since 28 May 2012, and the Company has been listed in the Stock Exchange of Thailand since 8 December 2015.

- 26 April 2016

- 10 April 2019 (re-elected)

Education

Master Degree

- Industrial Engineering
Stanford University, USA

- M.B.A. (Finance)
University of California at Los Angeles, USA

Bachelor Degree

- Industrial Engineering Chulalongkorn University

Working experience in past 5 years

2012 - Present Independent Director
Star Petroleum Refining Public Company Limited

2011 - Present Director, Chuchawal Royal-Haskoning Limited

2010 - 2019 Director, Design 103 International Limited

2010 - Present Chairman of the Board of Directors
TISCO Financial Group Public Company Limited

2009 - Present Chairman of the Board of Directors
TISCO Bank Public Company Limited

Training records with IOD

- Director Certification Program (DCP 11/2001)

- The Role of Chairman 2000 Program (RCP 3/2001)

- Audit Committee Program (ACP 43/2012)

- Anti-Corruption for Executive Program (ACEP 2/2012)

- Strategic Board Master (SBM 1/2017)

- Board Matters and Trends (BMT 6/2018)

Other Training

- Capital Market Academy (Batch 10)

- Thailand Energy Academy (Batch 5)

Current director position in other Thai listed company(s)

- Chairman of the Board of Directors,
TISCO Financial Group Public Company Limited

- Chairman of the Board of Directors, TISCO Bank Public Company Limited

Other current positions

- Director of Chuchawal-Royal Haskoning Limited

- Advisor of Design 103 International Limited

- Advisor of Sem Pringpuangkeo Foundation

- Vice Chairman of TISCO Foundation

Number of Shares held in the Company : none

Relationship to other Directors or executives in the Company : none

3



Mr. Manoon Siriwan

Independent Director /
Member of the Audit Committee /
Member of the Nomination, Remuneration and
Corporate Governance Committee

Age 73 years

Appointment date

Mr. Manoon Siriwan has been an independent director of the Company since 28 May 2012, and the Company has been listed in the Stock Exchange of Thailand since 8 December 2015.

- 5 April 2018 (re-elected)

Education

Master Degree

- Political Science
Chulalongkorn University

Bachelor Degree

- Political Science
Chulalongkorn University

Working experience in past 5 years

2017 - Present Vice-chairman of
the National Energy Reform Committee
under the National Reform Plans and
Procedures Act B.E. 2560

2014 - 2015 Deputy Chairman of the Energy
Reform Committee
National Reform Council of Thailand

2012 - Present Independent Director
Star Petroleum Refining Public Company Limited

2007 - 2015 President
Business Management Company Limited

Training records with IOD

- Director Accreditation Program (DAP 97/2012)
 - Audit Committee Program (ACP 41/2012)
 - Director Certification Program (DCP 219/2016)
 - Strategic Board Master Class (SBM 7/2019)

Current director position in other Thai listed company(s) : none

Other current positions : none

Number of Shares held in the Company : none

Relationship to other Directors or executives
in the Company : none

4



Mr. Robert Stair Guthrie

Independent Director /
Chairman of the Nomination, Remuneration and
Corporate Governance Committee /
Member of the Audit Committee

Age 73 years

Appointment date

Mr. Robert Stair Guthrie has been an independent director of the Company since 28 May 2012, and the Company has been listed in the Stock Exchange of Thailand since 8 December 2015.

- 5 April 2018 (re-elected)

Education

Bachelor Degree

- Civil Engineering
University of Cape Town, South Africa

Working experience in past 5 years

2012 - Present Independent Director
Star Petroleum Refining Public Company Limited

2002 - 2012 Managing Director
Lanta Land Development Co., Ltd.

Training records with IOD

- Audit Committee Program (ACP 43/2013)
 - Director Accreditation Program (DAP 101/2013)
 - Director Certification Program (DCP 182/2013)
 - Strategic Board Master (SBM 1/2017)

Other Training

- Executive Management Program, The Aspen Institute, USA

Current director position in other Thai listed company(s) : none

Other current positions : none

Number of Shares held in the Company : none

Relationship to other Directors or executives
in the Company : none

5



Mr. Nicolas Michel Bossut

Director /

Member of the Human Resources Committee

Age 45 years

Appointment date

- 11 August 2016
- 5 April 2017 (re-elected)

Education

Master Degree

- M.B.A. (Finance)
University of California, Berkeley,
Haas School of Business, USA

Bachelor Degree

- Political Science
University of California, Berkeley, USA

Working experience in past 5 years

- | | |
|----------------|--|
| 2016 - Present | Director
Star Petroleum Refining Public Company Limited |
| 2019 - Present | Regional Finance Officer, Asia Pacific
Chevron International Pte. Ltd., Singapore |
| 2016 - 2019 | Manager Opco Financing, Asia Pacific
Chevron International Pte. Ltd., Singapore |
| 2014 - 2016 | General Manager, Finance and Planning,
Technology Projects and Services
Chevron USA, Inc., USA |

Training records with IOD

- Director Accredited Program (DAP 135/2017)

Current director position in other Thai listed company(s) : none

Other current positions

- Regional Finance Officer, Asia Pacific,
Chevron International Pte. Ltd., Singapore
- Director, Chevron Lubricants Lanka Plc., Sri Lanka

Number of Shares held in the Company : none

Relationship to other Directors or executives

in the Company : none

6



Mr. Timothy Alan Potter

Director /

Chairman of the Human Resources Committee /

Member of the Nomination, Remuneration and

Corporate Governance Committee /

Chief Executive Officer

Age 52 years

Appointment date

- 6 April 2018
- 10 April 2019 (re-elected)

Education

Bachelor Degree

- Materials Engineering
California Polytechnic State University,
San Luis Obispo, USA

Working experience in past 5 years

- | | |
|----------------|--|
| 2018 - Present | Director and Chief Executive Officer
Star Petroleum Refining Public Company Limited |
| 2016 - 2018 | Manager of Refinery Operations
El Segundo Refinery, Chevron Product
Company, USA |
| 2013 - 2016 | Manufacturing and Supply Chain Manager,
Americas Region
Chevron Oronite Chemical Company LCC,
USA |
| 2013 - 2016 | Director
Additivos Mexicanos S.A. de C.V.,
Mexico Chevron Joint Venture, Mexico |

Training records with IOD

- Director Certificate Program (DCP 256/2018)
- Strategic Board Master Class (SBM 6/2019)

Current director position in other Thai listed company(s) : none

Other current positions : none

Number of Shares held in the Company : none

Relationship to other Directors or executives

in the Company : none

7



Ms. Kheng Ling Lok

Director /

Member of the Nomination, Remuneration and Corporate Governance Committee

Age 56 years

Appointment date

- 10 November 2016
- 5 April 2018 (re-elected)

Education

Bachelor Degree

- Chemical Engineering
National University of Singapore,
Singapore

Working experience in past 5 years

- 2016 - Present Director
Star Petroleum Refining Public Company Limited
- 2016 - Present General Manager, Crude Supply & Trading
Chevron USA, Inc. (Singapore Branch),
Singapore
- 2008 - 2016 General Manager, Product Supply & Trading
Chevron USA, Inc. (Singapore Branch),
Singapore

Training records with IOD

- Director Certificate Program (DCP 232/2016)
- Strategic Board Master Class (SBM 6/2019)

Current director position in other Thai listed company(s) : none

Other current positions

- General Manager, Crude Supply & Trading, Chevron USA, Inc. (Singapore Branch), Singapore
- Director of the Centre of Excellence International Trading, Nanyang Technological University, Singapore

Number of Shares held in the Company : none

Relationship to other Directors or executives

in the Company : none

8



Ms. Kamonwan Wipulakorn

Independent Director / Member of the Audit Committee /

Member of the Human Resources Committee

Age 57 years

Appointment date

- Effective on 11 April 2019

Education

Master Degree

- M.B.A. (Finance)
Western Illinois University, USA

Bachelor Degree

- Political Sciences, International Relations
Chulalongkorn University

Certificate

- Executive Program
Stanford University, USA
- Executive Program
Harvard University, USA

Working experience in past 5 years

- 2018 - 2019 Chief Executive Officer
One Origin Company Limited
- 2011 - 2017 President
The Erawan Group Public Company Limited
- 2009 - 2010 Chief Financial Officer
The Erawan Group Public Company Limited

Training records with IOD

- Director Accredited Program (DAP 26/2009)
- Director Certification Program (DCP 122/2009)
- Strategic Board Master (SBM 2/2017)
- Advance Audit Committee Program (AAP 29/2018)
- Board that Make a Difference (BMD 8/2018)

Other Training

- Capital Market Academy (19/2014)
- Tourism Management Program for Executives by TAT Academy (2/2018)
- Executive Program by the University of the Thai Chamber of Commerce (1/2019)

Current director position in other Thai listed company(s)

- Director, Origin Property Public Company Limited
- Independent Director, Total Access Communication Public Company Limited

Other current positions

- Chairman of the Board of Directors, One Origin Company Limited

Number of Shares held in the Company : none

Relationship to other Directors or executives

in the Company : none

Report of the Company's securities held by directors in 2019 (including spouse and minor children)
As of 31 December 2019

Name	Number of Shares		Changing Number of Shares Increase (Decrease)
	As of 31 December 2018	As of 31 December 2019	
1 Mr. Brant Thomas Fish ¹	-	-	-
Spouse and minor children	-	-	-
2 Mr. Pliu Mangkornkanok	-	-	-
Spouse and minor children	-	-	-
3 Ms. Kamonwan Wipulakorn ²	-	-	-
Spouse and minor children	-	-	-
4 Ms. Kheng Ling Lok	-	-	-
Spouse and minor children	-	-	-
5 Mr. Manoon Siriwan	-	-	-
Spouse and minor children	-	-	-
6 Mr. Nicolas Michel Bossut	-	-	-
Spouse and minor children	-	-	-
7 Mr. Robert Stair Guthrie	-	-	-
Spouse and minor children	-	-	-
8 Mr. Timothy Alan Potter	-	-	-
Spouse and minor children	-	-	-
Director who resigned in 2019			
1 Mr. Andrew Benjamin Walz ³	-	-	-
Spouse and minor children	-	-	-

¹ In replacement of Mr. Andrew Benjamin Walz who resigned, Mr. Brant Thomas Fish was appointed by the Board of Directors Meeting No. 2/2019 to be a Company's director and chairman of the Board of directors, effective on 14 May 2019.

² Ms. Kamonwan Wipulakorn was appointed by the 2019 Annual General Meeting of Shareholder to be a Company's independent director, effective on 11 April 2019.

³ Mr. Andrew Benjamin Walz resigned from the Company's director and chairman of the Board of directors, with effect on 14 May 2019.

Director's Remuneration

Under the Company's Articles of Association, the director's remuneration will be considered and approved by the Shareholders at the Annual General Meeting of Shareholders. The directors are entitled to remuneration from the Company in form of monthly fees, meeting allowances, rewards, bonuses or any other benefits in accordance with the Articles of Association, or as approved by a meeting of shareholders, which may be a fixed sum or subject to any conditions applicable from time to time.

In 2019, the NRCG considered the directors' remuneration package for year 2019 thoroughly, considering the Director Compensation Survey result conducted by the Institution of Director (IOD), taking into account the appropriateness, work performance, company performance, and comparing with other Thai refineries and other listed companies that are in the same industry.

The NRCG Committee considered that the directors' remuneration should be in a form of monthly fee and meeting allowance fee. In order to be consistent with the ASEAN CG guidelines and the Company's practice in previous years, the NRCG Committee viewed that the directors' remuneration package should not include a bonus.

The Annual General Meeting of Shareholders in 2019 approved the director's remuneration for monthly fees and meeting allowances for Board of Directors meetings and committee meetings, without bonus as follow;

Compensation for the Board of Directors for 2019

Position	Monthly Fee (Baht/Month)	Meeting Allowance of Board of Directors Meeting (Only attending directors) (Baht/Meeting)
Chairman of the Board of Directors	180,000	25,000
Vice-Chairman of the Board of Directors	170,000	20,000
Director	145,000	20,000

Compensation for the Audit Committee for 2019

Position	Meeting Allowance of Committee Meeting (Only attending members) (Baht/Meeting)
Chairman of the committee	40,000
Member of the committee	30,000

Compensation for the Nomination, Remuneration and Corporate Governance Committee for 2019

Position	Meeting Allowance of Committee Meeting (Only attending members) (Baht/Meeting)
Chairman of the committee	40,000
Member of the committee	30,000

Compensation for the Human Resources Committee for 2019

Position	Meeting Allowance of Committee Meeting (Only attending members) (Baht/Meeting)
Chairman of the committee	40,000
Member of the committee	30,000

This total compensation was paid to the 9 directors which include the directors who held the directorship position for 12 months ending on 31 December 2019, the directors who completed their directorship term or resigned during the year, and the director who started their directorship during the year. The director compensation was made in accordance with the resolution of the 2019 Annual General Meeting of Shareholders. Total director compensation in 2019 was 16,511,700 baht, comprising of monthly fees in total of 14,156,700 baht and the meeting allowances for the Board of Directors meetings and sub-committee meetings in total of 2,355,000 baht. There were no bonuses, rewards, nor other benefits such as position cars or club memberships provided to directors. However, the directors can be reimbursed from the Company on the actual expenses for attending of the Company's meetings with original receipt incurred and in accordance with the reimbursement scheme as applied for all Company's staff.

The compensation that each director received in 2019

Name	Monthly fee for total 12 months	Total Meeting Allowances received in 2019				Grand total compensation each director received in 2019
		Board of Directors Meetings	Audit Committee Meetings	Nomination, Remuneration and Corporate Governance Committee Meetings	Human Resources Committee Meetings	
1 Mr. Brant Thomas Fish ¹	1,364,500	75,000	-	-	-	1,439,500
2 Mr. Pliu Mangkornkanok	2,040,000	120,000	160,000	-	150,000	2,470,000
3 Ms. Kamonwan Wipulakorn ²	1,256,700	80,000	90,000	-	90,000	1,516,700
4 Ms. Kheng Ling Lok	1,740,000	100,000	-	60,000	60,000	1,960,000
5 Mr. Manoon Siriwan	1,740,000	120,000	120,000	90,000	-	2,070,000
6 Mr. Nicolas Michel Bossut	1,740,000	100,000	-	30,000	90,000	1,960,000
7 Mr. Robert Stair Guthrie	1,740,000	120,000	120,000	120,000	-	2,100,000
8 Mr. Timothy Alan Potter	1,740,000	120,000	-	90,000	200,000	2,150,000
Director who resigned in 2019						
1 Mr. Andrew Benjamin Walz ³	795,500	50,000	-	-	-	845,500

¹ In replacement of Mr. Andrew Benjamin Walz who resigned, Mr. Brant Thomas Fish was appointed by the Board of Directors Meeting No. 2/2019 to be a Company's director and chairman of the Board of directors, effective on 14 May 2019.

² Ms. Kamonwan Wipulakorn was appointed by the 2019 Annual General Meeting of Shareholder to be a Company's independent director, effective on 11 April 2019.

³ Mr. Andrew Benjamin Walz resigned from the Company's director and chairman of the Board of directors, with effect on 14 May 2019.

Mr. Brant Thomas Fish, Mr. Nicolas Michel Bossut, Ms. Kheng Ling Lok, Mr. Timothy Alan Potter and Mr. Andrew Benjamin Walz are directors nominated by Chevron. They have declined to receive director compensation, both monthly fees and meeting allowance fees. Total declined fees were 8,355,000 baht, comprising of the monthly fee of 7,380,000 baht and the meeting allowance fee of 975,000 baht. This director compensation is not covered under the Personnel Secondment Agreement made between the Company and Chevron.

Internal Auditor

The Audit Committee has authorization and is responsible for appointment of the Internal Auditor. At the Audit Committee meeting no. 4/2012, on 20 June 2012, the Audit Committee reviewed the qualifications of, and appointed, Ms. Sukhumal Tonpitak as the Company's Internal Auditor.

The roles and responsibilities of Internal Auditor are to provide independent and reasonable assurance to ensure the effectiveness of risk management, internal control and good corporate governance. This also includes examine on fraud and Anti-Corruption. The Internal Auditor follows the Professional Standard guideline and applies innovative approaches for internal audit process.

At the Audit Committee Meeting No. 4/2018 on 1 November 2018, the Audit Committee reviewed the Charter of the Internal Auditor and no change was required from the review.



Ms. Sukhumal Tonpitak

Internal Auditor

Age 50 years

Education

Master Degree

- MBA Maryville
University of St. Louis, Missouri, USA

Bachelor Degree

- Accounting
Assumption University

Working experience in past 5 years

2009 - Present Internal Auditor

Training Courses related to Audit works

- Quality Assurance of Internal Audit work
- IT Audit for Non-IT Auditor
- Working paper for Anti-Corruption - CAC
- Framework of Internal Control COSO
- Asian Conferation of Institutes of Internal Auditors Conference 2018
- The Institutes of Internal Auditor's International Conference 2019
- Continuous Auditing
- Compliance Auditing
- Business Strategic Auditing

Company Secretary

The Board of Directors has authorization and is responsible for appointment of the Company Secretary. At the Board of Directors meeting No. 4/2013, on 27 November 2013, the Board of Directors reviewed the qualifications of, and appointed, Ms. Nattawan Khumwiwat, who has skills, knowledge, experiences, and graduated in law, to act in the position of Company Secretary.

The Company Secretary has roles and responsibilities to ensure compliance with, and advise the Board of Directors and management on, relevant laws and regulations, and guidelines to practice for good corporate governance. The Company Secretary is responsible for organizing meetings of the Board of Directors and meetings of the shareholders, as well as following and monitoring the Company's actions and implementation in compliance with resolutions made at the meetings. The Company Secretary shall be responsible and manage the registration and record of Company's directors, notice of the Board and shareholders meetings, minutes of the Board and shareholders meetings, safely store the company's material documents, and retain the conflict of interest declaration forms made by directors and management. The Company Secretary shall also perform other general company secretary's works and have other roles and responsibilities as provided by the Capital Market Supervisory Board.

The Company Secretary additionally takes responsibilities on the secretarial tasks of the Audit Committee and the Nomination, Remuneration and Corporate Governance Committee.

Corporate Compliance Officer

The Board of Directors established the Business Conduct Policy in 2010 and appoints the Corporate Compliance Officer to have primary oversight responsibility to ensure the Company operates the business in accordance with guidelines and policies provided in the Business Conduct Policy. Ms. Nattawan Khumwiwat has been appointed to take the role of the Corporate Compliance Officer since 1 July 2015.

The Corporate Compliance Officer is responsible for implementation and monitoring the compliance program consistent with the Business Conduct Policy, communication policies and practices, reporting to the Board of Directors and Audit Committee on related matters, handling investigations on reports of suspected conduct violating the policy, and recommend disciplinary action(s) against personnel whose conduct is not in line with the principles provided in the Business Conduct Policy. All reports of suspected violations of policy, and sources of those reports, are treated confidentially.

The Corporate Compliance Officer reports quarterly to the Audit Committee on the implementation program and compliance to the Anti-Corruption Policy and Business Conduct Policy.



Ms. Nattawan Khumwiwat

Corporate Legal Counsel, Company Secretary and Corporate Compliance Officer

Age 39 years

Education

Master Degree:

- LL.M., International Business Law
American University, Washington College of Law, USA
- LL.M., Business Law (English Program)
Chulalongkorn University

Bachelor Degree

- Laws
Thammasat University

Barrister at Law

- The Thai Bar Association

Working experience in past 5 years

- 2015 - Present Corporate Compliance Officer
- 2013 - Present Corporate Legal Counsel and Company Secretary

Training Courses related to Company Secretary and Compliance organized by the Thai Institutes of Directors

- Company Secretary Program (CSP 39/2011)
- Board Reporting Program (BRP 5/2011)
- Effective minute taking (EMT 22/2012)
- Anti-Corruption: The Practice Guide (ACPG 28/2016)
- Corporate Governance for Executives (CGE 12/2018)
- Enhancing Good Corporate Governance based on CGR Scorecard in 2019
- ASEAN CG Scorecard Coaching in 2019

The person taking the highest responsibility in finance and accounting (Chief Financial Officer: CFO) and the person supervising accounting (Chief Accountant)

Refer to the new guideline of SEC and SET about the disclosure of the qualification of the person taking the highest responsibility in finance and accounting (Chief Financial Officer: CFO) and the person supervising accounting (Chief Accountant) in 56-1 Report and Annual Report (56-2) in order to ensure that CFO and a chief accountant meet the qualifications and consistently enhance their knowledges and competency in accounting as required by the SEC and the SET.



Mr. Wichai Chunhasomboon

Chief Financial Officer

Age 62 years

Appointment date

21 April 2009

Education

Master Degree:

- Business Administration in Accounting
Thammasat University

Bachelor Degree

- Business Administration in Accounting
Bangkok University

Working experience in past 5 years

2009 - Present Chief Financial Officer, SPRC

Training courses related to Accounting works in 2019

- Fundamental of TFRS 9 (6 hours - Accounting)



Ms. Nutsara Somkiatweera*

Accounting Manager (Chief Accountant)

Age 50 years

Appointment date

1 February 2009

Education

Master Degree:

- Science - Finance
University of Houston-Clear Lake, USA

Bachelor Degree

- Business Administration - Finance & Banking
Assumption University
- Accountancy
Sukhothai Thammathirat University

Working experience in past 5 years

2009 - Present Accounting Manager (Chief Accountant), SPRC

Training courses related to Accounting works in 2019

- Transfer Pricing 2019 (7 hours - Other)
- Technique for preparing financial statement to support the audit (6 hours - Accounting)

*Ms. Nutsara Somkiatweera meets the qualifications and has Registration certificate as an Accountant with criteria specified by Department of Business Development (DBD)

Leadership Team

As of 31 December 2019, there are a total of 15 executives in the SPRC Leadership Team. The Chief Executive Officer (CEO) is the highest executive. The CEO must not hold this position in any other company and is elected by the Board of Directors.

Chief Executive Officer

The Board of Directors has authorization and is responsible for appointment or removal of the Company's Chief Executive Officer. The Chief Executive Officer is responsible for managing the Company's business as assigned by the Board of Directors.

The Chief Executive Officer is authorized to oversee the Company's day-to-day business and operation, take any actions and make any decisions under the scope of his or her authority, including execution of agreements and obligations that are necessary or beneficial to the Company. The Chief Executive Officer has the authority to execute transactions in the name of the Company, with a limit not exceeding Baht 200 million. Transactions with a value greater than Baht 200 million are subject to the Board's approval.

However, due to the nature of Company's business and normal Company's business transaction, the Chief Executive Officer has the authority to execute transactions and obligations exceeding Baht 200 million with a term not exceeding 12 months that are related to the current and future purchase, sale, and exchange of crude oil, raw materials, intermediate products, and finished products.

For related party transactions, the Chief Executive Officer has the authority to execute related party transactions in the name of the Company, with a limit not exceeding Baht 10 million. The related party transactions with a value greater than Baht 10 million are subject to the Audit Committee's review and the Board's approval. For the related party transactions with regard to the current and future purchase, sale, and exchange of crude oil, raw materials, intermediate products, and finished products, the Chief Executive Officer has the authority to execute such related party transactions if the term does not exceed 12 months. Additionally, the Chief Executive Officer has the authority to approve overruns of approved Company's operating expense and capital expenditure budgets, which the overrun shall not exceed 10 percent of the Board approved budget.

Mr. Timothy Alan Potter was appointed by the Board of Directors Meeting No. 4A/2017 on 11 December 2017 to be the Company's CEO, with effective on 6 April 2018.

Leadership Team

There are 15 executives on the SPRC Leadership Team. The Leadership Team is responsible for executing the strategies, objectives and business plans approved by the Board of Directors, and managing the day to day activities at SPRC. Members of the Leadership Team all bring significant industry and company specific experience and knowledge to SPRC providing the required skills and competencies to lead SPRC to “Set the Standard” in the refining industry.

Leadership Team members as of 31 December 2019 are:

Name	Position
1. Mr. Timothy Alan Potter	Director and Chief Executive Officer
2. Mr. Steven Lewis Gibson	Deputy Chief Executive Officer - Operations
3. Mr. Wichai Chunhasomboon	Chief Financial Officer
4. Mr. Sakchai Thamsuruk	Manager of Supply & Planning
5. Mr. Chirasak Mhasuconda	Manager of Human Resources
6. Mr. Pongkorn Chochuwong	Manager of Asset Management
7. Mr. Narong Triyotee	Manager of Production Unit-Processes & Utilities
8. Mr. Paul Andrew Rushworth	Manager of Production Unit-Movement & Dispatches
9. Mr. Roger Albert Frederick Bartlett	Manager of Integrity & Reliability
10. Mr. Akasit Rumpagaporn	Manager of Technology & Engineering
11. Ms. Nattawan Khumwiwat	Corporate Legal Counsel, Company Secretary and Corporate Compliance Officer
12. Ms. Pornthip Viraphand	Manager of Public & Government Affairs
13. Mr. Krisda Chaikul	Manager of Process Safety
14. Ms. Angkana Panyaopart	Manager of OEHS & Laboratory
15. Ms. Foong Mun Lok	Manager of Strategic Business Planning

Remark: Leadership Team No.1-15 is according to the definition of management as defined by the Capital Market Supervisory Board

1



Mr. Timothy Alan Potter

Director /
Chairman of the Human Resources Committee /
Member of the Nomination, Remuneration and
Corporate Governance Committee /
Chief Executive Officer

Age 52 years

Appointment date

- 6 April 2018

Education

Bachelor Degree

- Materials Engineering
 California Polytechnic State University,
 San Luis Obispo, USA

Working experience in past 5 years

2018 - Present Director and Chief Executive Officer
 Star Petroleum Refining Public Company Limited

2016 - 2018 Manager of Refinery Operations
 El Segundo Refinery, Chevron Product
 Company, USA

2013 - 2016 Manufacturing and Supply Chain Manager,
 Americas Region
 Chevron Oronite Chemical Company LCC,
 USA

2013 - 2016 Director
 Additivos Mexicanos S.A. de C.V.,
 Mexico Chevron Joint Venture, Mexico

Training records with IOD

- Director Certificate Program (DCP 256/2018)
 - Strategic Board Master Class (SBM 6/2019)

Current director position in other Thai listed company(s) : none

Other current positions : none

Number of Shares held in the Company : none

Relationship to other Directors or executives
in the Company : none

2



Mr. Steven Lewis Gibson

Deputy Chief Executive Officer – Operations

Age 56 years

Appointment date

17 June 2013

Education

Bachelor Degree

- Engineer in Chemical Engineering
 University of Sydney, Australia

Working experience in past 5 years

2013 - Present Deputy Chief Executive Officer - Operations, SPRC

2009 - 2013 Manager of Asset Management, SPRC

Shareholdings as of 31 December 2019 : 0.001 %

Relationship to other Directors or executives in the Company : none

3



Mr. Wichai Chunhasomboon

Chief Financial Officer

Age 62 years

Appointment date

21 April 2009

Education

Master Degree

- Business Administration in Accounting
Thammasat University

Bachelor Degree

- Business Administration in Accounting
Bangkok University

Working experience in past 5 years

2009 - Present Chief Financial Officer, SPRC

Shareholdings as of 31 December 2019 : none

Relationship to other Directors or executives in the Company : none

4



Mr. Sakchai Thamsuruk

Manager of Supply & Planning

Age 52 years

Appointment date

1 March 2009

Education

Bachelor Degree

- Science in Chemistry
King Mongkut's University of Technology Thonburi

Working experience in past 5 years

2009 - Present Manager of Supply & Planning, SPRC

Shareholdings as of 31 December 2019 : 0.008%

Relationship to other Directors or executives in the Company : none

5



Mr. Chirasak Mhasuconda

Manager of Human Resources

Age 57 years

Appointment date

15 March 2011

Education

Master Degree

- Public Administration
National Institute of Development Administration (NIDA)

Bachelor Degree

- Law
Ramkhamhaeng University

Working experience in past 5 years

2011 - Present Manager of Human Resources, SPRC

Shareholdings as of 31 December 2019 : 0.006%

Relationship to other Directors or executives in the Company : none

6



Mr. Pongkorn Chochuwong

Manager of Asset Management

Age 50 years

Appointment date

1 June 2014

Education

Bachelor Degree

- Science in Chemistry
Chiang Mai University

Working experience in past 5 years

2014 - Present	Manager of Asset Management, SPRC
2009 - 2014	Manager of Production Unit-Processes & Utilities, SPRC

Shareholdings as of 31 December 2019 : 0.008%

Relationship to other Directors or executives in the Company : none

7



Mr. Narong Triyotee

Manager of Production Unit-Processes & Utilities

Age 49 years

Appointment date

1 June 2014

Education

Bachelor Degree

- Engineer in Chemical Engineering
Curtin University of Technology, Perth, Australia

Working experience in past 5 years

- | | |
|----------------|--|
| 2014 - Present | Manager of Production Unit-Processes & Utilities, SPRC |
| 2009 - 2014 | Manager of Production Unit-Movement & Dispatches, SPRC |

Shareholdings as of 31 December 2019 : 0.012%

Relationship to other Directors or executives in the Company : none

8



Mr. Paul Andrew Rushworth

Manager of Production Unit-Movement & Dispatches

Age 50 years

Appointment date

1 June 2014

Education

Master Degree

- Business Administration in Technology Management Jointly the Association of Professional Engineers Scientists and Managers Australia (APESMA) and Deakin University, Australia
- Engineer in Engineering Design
Loughborough University of Technology, UK

Bachelor Degree

- Engineer in Mechanical Engineering
Manchester Polytechnic, UK

Working experience in past 5 years

- | | |
|----------------|--|
| 2014 - Present | Manager of Production Unit-Movement & Dispatches, SPRC |
| 2012 - 2014 | Event Project Manager, SPRC |

Shareholdings as of 31 December 2019 : 0.006%

Relationship to other Directors or executives in the Company : none

9



Mr. Roger Albert Frederick Bartlett

Manager of Integrity & Reliability

Age 71 years

Appointment date

1 February 2009

Education

Doctorate Degree

- Environmental Fracture of Steels
Manchester Institute of Science and Technology, UK

Master Degree

- Science Metallurgy
Manchester Institute of Science and Technology, UK

Bachelor Degree

- Science Metallurgy
Manchester Institute of Science and Technology, UK

Working experience in past 5 years

2009 - Present Manager of Integrity & Reliability, SPRC

Shareholdings as of 31 December 2019 : 0.006%

Relationship to other Directors or executives in the Company : none

10



Mr. Akasit Rumpagaporn

Manager of Technology & Engineering

Age 50 years

Appointment date

1 May 2015

Education

Master Degree

- Science in Computer Engineering Management
Assumption University

Bachelor Degree

- Science in Chemical Engineering
Chulalongkorn University

Working experience in past 5 years

2015 - Present Manager of Technology & Engineering, SPRC

2011 - 2015 Planning Manager, SPRC

Shareholdings as of 31 December 2019 : 0.005%

Relationship to other Directors or executives in the Company : none

11



Ms. Nattawan Khumwiwat

**Corporate Legal Counsel /
Company Secretary /
Corporate Compliance Officer**

Age 39 years

Appointment date

27 November 2013

Education

Master Degree

- Law International Business Law
American University, Washington College of Law, USA
- Law Business Law (English Program)
Chulalongkorn University

Bachelor Degree

- Laws
Thammasart University

Barrister at Law

- The Thai Bar Association

Working experience in past 5 years

- 2015 - Present Corporate Compliance Officer, SPRC
- 2013 - Present Corporate Legal Counsel and Company Secretary, SPRC

Shareholdings as of 31 December 2019 : 0.005%

Relationship to other Directors or executives in the Company : none

12



Ms. Pornthip Viraphand

Manager of Public & Government Affairs

Age 54 years

Appointment date

1 June 2014

Education

Master Degree

- Public Administration
Burapha University

Bachelor Degree

- Business Administration
Rajamangala University of Technology Krungthep

Working experience in past 5 years

- 2014 - Present Manager of Public & Government Affairs, SPRC
- 2008 - 2014 Manager of Procurement and Logistics, SPRC

Shareholdings as of 31 December 2019 : 0.004%

Relationship to other Directors or executives in the Company : none

13



Mr. Krisda Chaikul

Manager of Process Safety

Age 58 years

Appointment date

1 July 2014

Education

Master Degree

- Science in Industry and Technology with Specialization in Safety
College of Engineering and Engineering Technology, Northern Illinois University, USA

Bachelor Degree

- Science in Occupational Health and Safety
Mahidol University

Working experience in past 5 years

2014 - Present Manager of Process Safety, SPRC
2009 - 2014 Manager of QEHS & Laboratory, SPRC

Shareholdings as of 31 December 2019 : 0.005%

Relationship to other Directors or executives in the Company : none

14



Ms. Angkana Panyaopart

Manager of QEHS & Laboratory

Age 50 years

Appointment date

1 July 2014

Education

Master Degree

- Engineer in Industrial Management Engineering
King Mongkut's University of Technology North Bangkok

Bachelor Degree

- Science in Computer Science
Ramkhamhaeng University

Working experience in past 5 years

2014 - Present Manager of QEHS & Laboratory, SPRC
2012 - 2014 Event Project Business Manager, SPRC

Shareholdings as of 31 December 2019 : 0.005%

Relationship to other Directors or executives in the Company : none



15

Ms. Foong Mun Lok

Manager of Strategic Business Planning

Age 45 years

Appointment date

1 March 2019

Education

Post Graduate

- Diploma in Financial Management
Singapore Institute of Management, Singapore

Bachelor Degree

- Chemical Engineering
National University of Singapore, Singapore

Working experience in past 5 years

2019 - Present Manager of Strategic Business Planning,
SPRC

Shareholdings as of 31 December 2019 : none

**Relationship to other Directors or executives in
the Company** : none

Leadership Team's Remuneration

Total remuneration for Leadership Team includes basic salary, bonus, provident fund, welfare and benefit expense. In 2019, total remuneration for executives was Baht 205.3 million. These totals include management manpower costs paid to Chevron under the Personnel Secondment Agreement. Leadership Team also receive other benefits and compensation as described below for all employees.

The total compensation for 15 leadership team according to the definition of management as defined by the Capital Market Supervisory Board in 2019

Compensation	Number of executives	Amount (Baht)
Salary	15	148,981,438
Bonus	15	37,126,643
Provident Fund	9	4,488,149
Retirement Benefit	13	14,656,068
Total		205,252,298

Report of the Company's securities held by Leadership Team according to the definition of management as defined by the Capital Market Supervisory Board (including spouse and minor children) As of 31 December 2019

Name	Number of Shares		Changing Number of Shares Increase (Decrease)
	As of 31 December 2018	As of 31 December 2019	
1 Mr. Timothy Alan Potter	-	-	-
Spouse and minor children	-	-	-
2 Mr. Steven Lewis Gibson	35,000	35,000	-
Spouse and minor children	-	-	-
3 Mr. Wichai Chunhasomboon	-	-	-
Spouse and minor children	-	-	-
4 Mr. Sakchai Thamsuruk	267,100	267,100	-
Spouse and minor children	78,500	78,500	-
5 Mr. Chirasak Mhasuconda	267,100	267,100	-
Spouse and minor children	-	-	-
6 Mr. Pongkorn Chochuwong	347,300	347,300	-
Spouse and minor children	-	-	-
7 Mr. Narong Triyotee	347,300	347,300	-
Spouse and minor children	167,600	167,600	-
8 Mr. Paul Andrew Rushworth	267,100	267,100	-
Spouse and minor children	-	-	-
9 Mr. Roger Albert Frederick Bartlett	267,100	267,100	-
Spouse and minor children	-	-	-
10 Mr. Akasit Rumpagaporn	205,500	205,500	-
Spouse and minor children	-	-	-
11 Ms. Nattawan Khumwiat	205,500	205,500	-
Spouse and minor children	-	-	-

Name	Number of Shares		Changing Number of Shares Increase (Decrease)
	As of 31 December 2018	As of 31 December 2019	
12 Ms. Pornthip Viraphand	167,600	167,600	-
Spouse and minor children	-	-	-
13 Mr. Krisda Chaikul	205,500	205,500	-
Spouse and minor children	-	-	-
14 Ms. Angkana Panyaopart	225,500	225,500	-
Spouse and minor children	-	-	-
15 Ms. Foong Mun Lok	-	-	-
Spouse and minor children	-	-	-

Human Resources

SPRC has a strategic objective to Set the Standard as Employer of Choice in Thailand, which is a key in allowing us to meet our other strategic objectives in Operational Excellence and Shareholder Return. Our visions are happy and healthy employees, with positions that fit their skills and competencies as part of a high performance organization as well as continually develop employee competency to prepare for career growth with organization, they are proud of their contributions to our success, and to be part of our One Family.

Our Human Resources Management System, strategy and action plans are all directed at achieving this vision, to attract, motivate, engage and retain employees in a happy working environment. In 2019, SPRC has the People strategy as the below key activities:-

- Be the Employer of Choice with highly engagement family members
- Be the Better leader to lead an effective organization
- Enhance Organization capability and people efficiency
- Develop Digitalization on people management
- Strengthen employees pride and image through sustained corporate social responsibility

We provide training and development opportunities with challenging assignments to allow our employees to achieve their career goals. Our salary, incentive, and benefits program is designed to provide a fair and competitive compensation package to attract and retain talent.

We are confident that our strategies, management systems, action plans, training and development and compensation packages, along with our One Family Culture and Core Values attract, motivate, retain employees, and support us develop a competent workforce for the future as well as implement technological advances and digitalize working culture to ensure that our employees utilize the best practices to achieve our goal and the long term sustainable success of SPRC.

Number of Employees

The company has 503 total employees as of 31 December 2019. The number of employees includes direct hires and secondees from Chevron.

Department	Number of Employees
Production Unit - Processes and Utilities	126
Production Unit - Movement and Dispatches	96
Asset Management	60
Technology and Engineering	40
QEHS & Laboratory	38
Corporate Service	24
Integrity & Reliability	26
Strategic Business Planning	2
Others	91
Total	503

Employee Compensation

Employee Compensation 2019

SPRC recognizes that our employees and management are the most important resource for achieving the strategic goals of the company. Our Company's One Family culture cares for and respects all of our employees and management. It is the Company's policy to attract and retain high performance employees and encourage them to excel in the organization through attractive remuneration and benefits that fairly and equitably reward our employees for their contributions to SPRC's success, and that are competitive with other companies in Thailand's petrochemical industry.

In 2019, total compensation, including salary, bonus, overtime pay, provident fund, welfare and benefit paid to the employees and executives was Baht 1,492.8 million. Annual merit increase for each employee is determined based on the individual's annual performance result and market competitiveness.

Other Compensation and Benefits

The Company provides benefits to the employees including Housing Allowance, Housing and Automobile Interest Subsidy, Annual Holidays, Maternity Leave, Paternity Leave and Compassionate Leave, Life Insurance and Disability, Medical Coverage. We also provide the Flexible Benefit program that allows individual employees to make selections of benefits to fit with their life style and family's needs.

The Company also provides employees' retirement package which complies with Thai Labor Law. We recognize employees with "Top Up with Gold" at their retirement. The Company has recorded retirement benefits of Baht 147.3 million in the year 2019.

Provident Fund

The Company provides a provident fund, registered as a juristic person under the Provident Fund Act, B.E. 2530 (1987) for the Company's employees. Participating employees pay a contribution of 3 to 15 percent of the monthly wage to the fund, and the Company contributes 3 to 15 percent of the employee's wage, depending on the employee's years of service. Provident Fund contributions by the Company were Baht 62.4 million in the year 2019.

Training & Development

Our people development is to develop and improve the quality and efficiency of people by ensuring that our employee has right skill, values, roles and behavior. We encourage our employee to contribute to the achievement of superior business results.



Our employee's skill and competencies are developed through training and various work experience in a wide range of assignment. We provide education and skills development through training need analysis, customized to our business environment, our employee is provided:

1. Leadership Development Programs in 2019 we set up "Be Better Leader" to develop leadership tool fit to SPRC
2. Knowledge Management to encourage employee to keep their own experienced in KM system from various areas both functional and general knowledge
3. Special assignments both in local and overseas
4. Mentoring and regular appraisals with line managers.



5. Joint Venture Chevron Technical University (JVCTU) : A set of engineering and technical courses provided to young engineers of joint venture Chevron refineries by experienced Chevron engineers from around the world.
6. Mandatory training in Quality, Environment, Health & Safety (QEHS) including Business Conduct
7. On-the-job learning provided by different assignments over a career.
8. Develop electronic registration program to support Turnaround 2019 to improve time efficiency and paperless.

All training activities are evaluated, and feedback is continually reviewed to ensure that our development is fit for purpose. This helps us develop competent and committed employees who are fully prepared to meet future business needs.

Labor disputes

The Company does not have labor union and has no material labor disputes in the past 3 years.

Corporate Governance

The Board of Directors has established the Company's Business Conduct Policy as the guideline on how to conduct our business. The Business Conduct Policy provides guidelines for the operation of SPRC's business, recognizing the importance of honest, fair, and transparent business operations, as well as ensuring operations are in compliance with all applicable laws, rules, and regulations.

The Business Conduct Policy is regularly reviewed by Management and the Board of Directors. The Board of Directors, Management, and all staff are required to comply with the Business Conduct Policy at all times. All new staff are trained on the Business Conduct Policy when they start working at the Company.

The Company conducted 9 sessions throughout the year to introduce the Business Conduct Policy to all 18 new staffs who joined the Company in 2019. (See detail of Business Conduct Policy at www.sprc.co.th)

The Board of Directors has also established the Corporate Governance Policy, which sets out policies and guidelines that are consistent with the corporate governance principles prescribed by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC). The Corporate Governance Policy is set out to ensure the Company conducts business ethically and treats all stakeholders responsibly, equitably, and with transparency for the goal of long term sustainability. The Corporate Governance Policy applies to the Board of Directors, Management, and all staff.

The Corporate Governance Policy is composed of:

- The rights of the shareholders
- Equitable treatment for shareholders
- Roles of stakeholders
- Disclosure and transparency
- Responsibilities of the Board of Directors

The Rights of the Shareholders

The Company recognizes the rights of all shareholders, which include the right to independently buy, sell, or transfer shares, and the right to attend and vote in shareholders meetings. All shareholders meetings of the Company are conducted in consideration for the rights of shareholders.

In 2019, the Company had one shareholders meeting. The Company held the 2019 Annual General Meeting of Shareholders (AGM) on 10 April 2019, during which the shareholders voted on the approval of the financial statements year-ended 31 December 2018, approval of increase number of directors, appointment of directors, approval of director remuneration package, appointment and remuneration for auditors, and declaration of no dividend payment.

The Company arranged the 2019 Annual General Meeting of Shareholders in accordance with the requirements in the Company's Articles of Association, the applicable laws concerning shareholder meetings, and the best practices according to the corporate governance guidelines.



To allow shareholders to vote knowledgeably and effectively, the Company sent the notices of shareholders meetings and supporting information to the shareholders a reasonable time in advance. With the notice, the Company additionally provided proxy form, proxy's required document, Proxy's process and meeting venue's location and map. The Company prepared the notice of shareholders meetings in both Thai and English languages.

The Company posted the notice of shareholders meetings and all information on Company's website since 8 March 2019 and sent to all shareholders via registered mail on 19 March 2019. Additionally, the Company published the notice of shareholders meetings in both Thai and English language newspapers for 3 consecutive days at least 3 days prior to the meeting.

The Company also provided a channel for shareholders to send questions regarding agenda items at the meetings to the Company via e-mail (CompanySecretary@sprc.co.th) prior to the meetings.

The notice of shareholders meetings contains details on;

- Date, time, venue and map of the meeting
 - To encourage the shareholders to attend the shareholders meetings, the Company selected appropriate dates, time and convenient venues for the meetings. It is the Company's policy to organize the shareholders meeting at a venue which meets our high safety standards, has multiple transportation options, e.g. close to BTS or MRT station and available parking areas, and a proper sized meeting room.
 - The 2019 Annual General Meeting of Shareholders was held on 10 April 2019 at 10:00 hrs, at Grand Ballroom, Radisson Blu Plaza, Bangkok.
- The meeting procedure specifying details on required documents to verify the shareholders and proxies, independent directors who the shareholder can proxy to, vote requirements and counting procedures:
 - If a shareholder cannot attend the meeting, the Company allows the shareholder to appoint an independent director or any person as a proxy to attend the meeting on their behalf, by submitting a proxy Form B sent with the notice to the shareholders meeting by the Company.
 - To ensure the shareholders are able to prepare all required documents for the proxy, the Company explains the process and required document for the proxy in the notice. The Company does not require unnecessary documents nor provide complicated process for the proxy., There is no requirement for government officials to certify documents.
 - The shareholders can register to attend the meeting 2 hours before the meeting. The Company uses a barcode system for convenience and to speed up the registration process.
- Agenda items to be considered by the shareholders, with an explanation and reason for each agenda item or each resolution sought, as well as the opinion of the Board of Directors, including:
 - with respect to the appointment of directors, nomination procedure, type of proposed director, background and suitability of the nominated persons, including education, experience, other titles held, attendance record for Board meetings (in case of reappointment of an existing director) and conflict of interests, if any;

- with respect to the consideration of remuneration for directors, components and amount of remuneration proposed to be approved by the shareholders;
- with respect to appointment of the auditor and determination of their remuneration, name and auditing office of the proposed auditor, the proposed remuneration, the years for which the auditor has performed their duty for the Company in the event of reappointment of an existing auditor, and independency of the auditor; and
- with respect to the payment of dividend, the Company's dividend policy, Company's performance, proposed dividend amount, and an explanation to support the decision regarding the proposed dividend.

At the shareholder meetings, the Company had a legal advisor from Baker & McKenzie Ltd. to monitor the registration and the vote counting. The Chairman asked two volunteers from shareholders to witness the vote counting. The Chairman assigned the Company Secretary to inform the voting and counting procedure to the shareholders prior to considering each item. The Company used a ballot system for the voting. For election of directors, the Company requires a ballot for each individual on an individual basis. The voting result was announced for each individual director.

The Chairman provided opportunities for all shareholders to ask questions, and give opinions and suggestions. The Board of Directors, the CEO and senior leadership attended the meetings to answer questions and listen to the opinions and suggestions of shareholders. When the meetings ended, the Company prepared accurate and complete minutes of the meetings, including questions and responses during the meetings.

The Company published the voting results with scores of approve, disapprove and abstain of all resolutions on the Company's website on the same day, after finish the meeting, and published the meeting minutes on 24 April 2019 (within 14 days from the date of the meeting).

For preparation of the 2020 AGM, the Company has provided the opportunity to the shareholders to propose qualified candidates for election as directors and suggest items for consideration at the shareholder meeting. The Company has notified and posted the details on timeline and criteria on its corporate website since 11 September 2019.

Equitable Treatment for Shareholders

The Board of Directors has set a policy that the Company must conduct business with transparency. The Company shall treat all shareholders fairly and equally. The Company respects minority shareholders' rights and provides equal opportunity to all shareholders, such as equal rights on voting, the opportunity to propose agenda items for consideration at shareholders meeting, opportunity to propose qualified candidates for director election, and the opportunity to access company information or receive communication from the company.

Since 11 September 2019, the Board has announced criteria for shareholders to propose agenda items for discussion and to nominate qualified director candidates for election at the annual general meeting of shareholders in 2020.

Shareholders who wish to propose an agenda item and/or nominate director candidates must possess qualifications according to the criteria as follows:

- Be a shareholder or a group of shareholders of the Company;
- Hold minimum shares of not less than 1 percent of the total paid up shares of the Company (or not less than 43,359,022 shares); and
- Hold those shares continuously for at least one year prior to the date of proposing agenda items or nominating director candidates.

The shareholders must submit documents to the Company with required information according to the details posted on the Company's website.

To ensure equal access to Company's information, the Board of Director has established a Public Disclosure Policy to ensure communications to all shareholders are accurate, adequate, timely and equally accessible in accordance with the principles of good corporate governance as well as regulations of the SET and SEC.

- The Board of Directors appointed the Chief Executive Officer (CEO) and the Chief Financial Officer (CFO) as authorized persons to disclose SPRC's material information to the SET and to the public, and be authorized spokespersons to provide SPRC's information to the media, analysts and investors.
- The CEO may delegate other management to disclose or speak on his/her behalf, but any comments must be limited to that delegate's area of expertise.

- The Company should not publicly disclose material information until it has notified the SET and received an acknowledgment that the information has been released to the SET.
- After disclosure to the SET, the information disclosed should be promptly posted on the Company's website (www.sprc.co.th) as a public forum for presenting information in compliance with this policy.

The Board of Directors has established an Insider Trading Policy to prevent improper use of material non-public information by directors, executives, and employees who have access to such material non-public information through their duties and roles within the Company. Improper use includes insider trading whether for their own or others' benefit. The practice regarding material non-public information is as follows:

- Directors, executives, employees, auditors, contractors or consultants of the Company who are aware of SPRC's material and non-public information, directly or indirectly shall not:
 - engage in transactions of any kind of SPRC's securities whether for their own account or for the account of another;
 - recommend that another person engage in transaction of SPRC's securities (known as "tipping");
 - assist anyone in engaging in transactions of SPRC's securities; or
 - disclose material and non-public information to anyone who does not have a legitimate business reason for receiving such information.
- All directors, executives, and employees who have access and are involved with financial reporting, as well as spouses and minor children of such persons, are prohibited from trading the Company's securities for a period starting one day after the quarter-end or year-end and ending one day (24 hours) after disclosure or publication of the quarterly or annual financial statements to the SET.



- If any director, executive or employee, or their spouse or minor children gain access to any undisclosed information that may affect the price of securities of the Company, those persons shall not trade the securities until a period of 24 hours following disclosure of such information to the public.
- Directors and executives shall notify the Chairman of the Board of Directors, or the Company Secretary, at least one day in advance before trading the Company's securities.
- If the company's directors and executives elect to trade in the Company's securities, the Company encourages them to make long-term investments. Directors and executives shall not engage in speculative or short-term trading of the Company's securities.
- The directors and top-level executives shall report any changes upon buying, selling, transferring, or accepting the Company's securities (form 59-2) within three business days from the date of any such change.
- The Audit Committee shall monitor the compliance with such measures, ensuring that any changes in securities holding are reported at the meeting of the Audit Committee each time any such changes occur.
- The number of shares held directly or indirectly at the beginning of the year (1 January), at the end of the year (31 December), and any trading during the year by the directors and executives shall be disclosed in the annual report.

In addition, the Business Conduct Policy requires that the Company's directors, executives, and employees refrain from having any conflict, potential conflict or perceived conflict, between personal interest and the interest of the Company, or the duties of the directors, executives, and employees toward the Company. Conflicts of interest may arise when such persons take any action or have any personal interest that adversely affects the Company's interest, reputation, good relations with others, as well as actions that affect their decisions when performing their respective duties. The practice regarding conflicts of interest is as follows:

- Directors, executives, and employees of the Company have duties in reporting their interests upon being appointed or joining the Company, and shall report on any changes to those interests.

- The Company discloses a clear shareholding structure to ensure confidence of the shareholders in the Company's shareholding structure.
- In meetings of the Board of Directors, if any director has a conflict of interest in the matter being considered, that director shall not take part in the consideration and decision regarding that matter, by refraining from participating in that portion of the meeting and voting, in order to ensure fairness and transparency in the decision of the Board of Directors and to protect the best interests of all shareholders.
- For consideration on related party transactions (RPT), the Audit Committee will review the transaction to ensure that it is executed on the arm's length basis and for the best benefits of the Company. Additionally, the Internal Auditor and the External Auditor will review the RPT executed in each quarter and report to the Audit Committee at the Audit Committee meeting on the quarterly basis.

Roles of Stakeholders

The Company takes into account the benefits of all stakeholders. The Company's Corporate Governance Policy provides that the Company shall value the rights of stakeholders, build relationships and promote cooperation between the Company and all stakeholders in order to balance benefits and create sustainability of our business.

The Company's stakeholders include shareholders, investors, analysts, employees, customers, business partners, contractors, creditors, business competitors, communities and government agencies. The Company has put in place policies and practice guidelines with respect to the treatment of stakeholders, as follows:

Shareholders, Investors and Analysts

The Company regards shareholders as the owners of the Company. Directors, executives, and employees, therefore, have the duty to operate its business in accordance with good corporate governance principles for the best and sustainable interest of all shareholders.

The Company respects the rights of shareholders and treats shareholders on the basis of fairness and equality, e.g. right to attend the shareholders meeting, right to propose agenda items and director candidates, right to ask questions regarding agenda items both prior to the meeting and during the meeting, arranging the meeting at a place convenient for transportation, encourage shareholders to attend the shareholders meeting, facilitate the shareholders who cannot attend the shareholders meeting by enclosing a proxy into the notice of meeting, disclosure of the Company's information with equal opportunity to access, and establish the Insider Trading Policy to prevent the improper use of non-disclosure information for personal benefit.

In addition, the Company arranged various activities to build good relationships with shareholders, investors and analysts, e.g. company visits, roadshows, analyst meetings, Opportunity Days and Thailand Focus.

In 2019, the Company organized 2 groups for shareholders to visit the Company's refinery at Rayong Province, on 21 and 24 May.



Shareholder site visit on 21 May



Shareholder site visit on 24 May

During the Event Project, the Company arranged a Company's visit for analysts and fund managers on 29 November.



Employees

The Company believes that its employees are its most important resource and key for the Company's success. The Company commits to take care, develop and create the best quality of life for our employees.

Human Rights

The Company respects human rights and values diversity. The Company treats all employees equally according to international standards of the United Nations Universal Declaration of Human Rights, and does not discriminate based on race, religion, color, origin, age, gender, disability, soldier status or political beliefs.

The Company has policy on no discrimination to employee with HIV infection/AIDS (AIDS Policy). The Company is not discriminate against employees on ground of health as long as medical fit for available and be able to perform appropriate work. For new recruitment, HIV/AIDS screening as part of the assessment of fitness to work is not required. HIV infection is not a cause of termination of employment.

During the Event Project in November to December, there are about 8,000 contractors worked on site. The Company treated all contractors equally as they are our One Family. We arranged a space area for canteen and provided hygiene and tasty food for all contractors. We prepared the rest areas, restrooms and fatigue rooms. In addition, we organized recreational activities for recognize the contractors for their contribution and create happy work place environment.



Corporate Culture

The Company cultivates "One Family" to continuously improve our working environment. All staff work together, and support and care for each other like family members.

We have a Recognition Program to encourage appreciation of employees' contributions to the Company's business and culture, which improves employees' and contractors' pride, improves morale, and encourages continued good contributions and performance.

In addition, the Company organized various activities to fasten relationship among Management, staff and contractors.



New Year Staff Party



Merit for Day 1



Internal Football Match



Sport Charity

Safety

The safety of all employees, contractors, business partners, and other stakeholders is always Company's top value. The Company expects everyone to "Go Home Safely Every Day". New employees and contractors receive full day safety training, scheduled on every Monday and Thursday, on their first day starting work at the Company.

For 2019 Event Project, since there will be a large number of contractors work on site, the Company has prepared a temporary training center for training to the contractors. The training courses were developed to ensure the Contractors' readiness to work, build their safety awareness and comply with all working rules.

The temporary training center is comprised of 5 training rooms and 1 safety mock-up station. With the mock-up station, the trainees can visualize the working environments which will help them easily understand and apply for their work safely. The Company arranged many and various safety training courses both fundamental and skill, such as Safety at Workplace, Permit to Work, Working in Confined Space, Working at Height, Fire Watch - Whole Watch, Flange Tightening, Signal of Crane, Scaffolding etc. The Company arranged approximate 800 classes for 13,000 people during June to October prior to the Event Project execution in November.

We have “Safety Moments” that we share and discuss on safety awareness before starting all meetings. Everyone working at the Company, including contractors has “Stop Work Authority”, where they can stop doing any activity that they are involved with, or request that others stop any activity if it looks unsafe. The Company has set up working teams with responsibility to implement various programs and activities to encourage safety awareness of all stakeholders both during work and at home.

The Company realized that incidents or injuries more likely occur outside the office and during off-working hours. Therefore, we set Off the Job Safety team to promote and raise awareness on safety 24 hours through a variety of activities, especially on safety driving.



Remuneration and Benefits

The Company has put in place appropriate remuneration policies for employees at all levels.

- **For the short term:** the remuneration package, including bonuses are made in according to the Company's financial and non-financial performance, as set out in Key Performance Indicator (KPI); i.e. recordable injury case, process utilization and availability, Energy efficiency, operating expenses. In order to engage, encourage and cooperate for KPI achievement, the staff will be communicated and updated on the KPI status on quarterly basis.

The Company has developed a Flexible Benefits program that allows the employees to match their benefits package with their individual needs, such as medical and dental expense for himself/herself and for his/her family members, child's tuition fee, insurance premiums, etc.

The Company considers a special bonus in each year by taking into account the Company's performance and benchmarking with remuneration packages of other Thai companies in the same business.

For 2019 Event Project, the Company launched the Project Recognition Program as the short-term incentive for staff to support and execute the achieve Event Project. The scheme was developed by relevant KPIs on incident and injury free, no environmental impacts, milestone achievements and cost within budget.

- **For the Long term:** the Company has a target to ensure competitive total remuneration. In each year, the Company evaluate and assess remuneration surveys and benchmarking with other lead petrochemical and refinery companies in Thailand who participate in the survey in order to consider the adjustment of salary ratio increase.

Performance charters are developed and actual performance reviewed with all employees on a continuing basis. Training plans, career goals, and potential career opportunities are developed as well to ensure continued career growth for all employees.

Furthermore, the Company provides a provident fund, registered as a juristic person under the Provident Fund Act, B.E. 2530 (1987) for the Company's employees. Participating employees pay a contribution of 3 to 15 percent of the monthly wage to the fund, and the Company contributes 3 to 15 percent of the employee's wage, depending on the employee's years of service.

Knowledge and Competency Development

The Company fully encourages and supports employees to improve their skill, knowledge and competency. The Company supports internal and external training, including overseas, in both functional skills and general soft skills, together with on the job training and coaching program by the supervisor or experienced colleague.

The Company promotes development of personnel through training, first-hand experience and on the job training that matches each of the employee's needs in order to improve work efficiency and the opportunity to progress in one's career. The Company additionally supports various programs and activities that support employees to have happier lives both at home and at the workplace.



Health

The Company has a medical clinic with a doctor and nurses on duty every day. The Company provides an annual Health check program to all employees. The Company has Mindful Club, Star Volunteer Club, Music Club and 16 sport clubs that management, employees and contractors can join, supporting a healthy life style, and building relationships through club activities that meet their interests. The Company supports the Company's sportsmen joining Refinery Games and Complex Games annually.



Additionally, the Company provides Employee Assistance Program that employees can consult any issue with a psychologist from outsource. .

The Company promotes happiness in life and work through Happy Workplace Program. The working team is comprised of staff from every department. They had initiated activities to meet employee's expectation, to boost up the employees' happiness and to create happy working environment. In 2018, we organized "Happy Money and Happy Body" and invited speakers to share the knowledge on "Happy Money Happy Retirement" to encourage the employee to have saving plan for their retirements.



Environment and Employee's CSR participation

The Company is committed to operate its business in compliance with the environmental standard ISO 14001. All employees were communicated to, and understand the Company's Environment, Health and Safety Policy. The Company engages employees to participate voluntarily in the various Corporate Social Responsibility (CSR) activities. CSR activities related to the environment include tree planting, coral planting, aquatic release, building check dams, beach cleaning, waste bank, etc. (See detail in "Sustainability Report")



Energy

The Company established the Energy Policy as follows;

- To promote the compliance with regard to the applicable laws and regulations as well as state policies in connection with energy conservation and management
- To determine an appropriate guideline for energy conservation and management in considering the view of technology, economics and practices
- To provide guideline for effective resource allocation to support the execution of energy conservation and management program
- To encourage a continual and sustainable development and improvement of program and/or campaign in relation with energy conservation and management
- To establish objectives and plans to support the Energy Conservation Policy and communicate to staff. Conduct energy monitoring and report the Energy Management working team.
- To routinely review energy conservation policy, objectives and management plans, making corrective actions where required
- To implement continual improvement and sustainable development in energy management.

The Company set up the Energy Management Team to be responsible for implementation of energy management according to the Energy Conservation Policy, develop and coordinate energy efficiency improvements, monitor performance of energy management systems and report to top management. The Energy Management Working group is comprised of staff from every department to coordinate and conduct the proper energy conservation activities and training for each department. Management routinely reviews the action and implementation plan to ensure achievement of the Energy roadmap. The Company develops an annual energy report, which is inspected and certified by the authorized person and submits the report to the Director-General according to the criteria and procedures announced in the Government Gazette by the Minister of the Ministry of Energy.

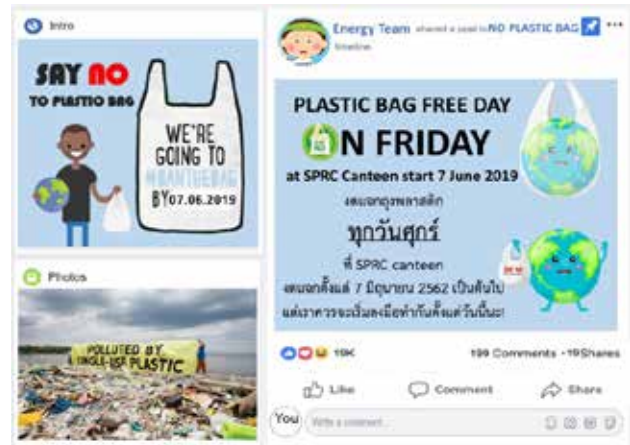
Customers

It is the Company's policy to build and maintain our customer base by developing, producing, and selling quality products through a safe, efficient and reliable production and distribution process, and to meet or exceed customers' expectations. The Company continuously improves its safety and reliability practices in operations and all business processes to ensure the Company always has available quality products for customers as commitment.

Crude to Customer Project is the cross functional working team jointly sets the target and manages the whole supply chain, starting from crude selection and ending with products distribution and sale to our customers, to ensure the products meet supply commitments of product quality and on-time delivery.

The Company has qualified laboratory with ISO/IEC17025 standard of quality laboratory system for testing the products to ensure quality products for customers as commitment

The Company has a Customer Index as one of the Company's KPI's. The Company conducts customer satisfaction surveys on a quarterly basis. The Crude to Customer committee and working team is responsible to evaluate survey results and customers' feedback, set up the action plans and monitor plan execution to ensure customer satisfaction by meeting or exceeding their expectations. The Company reports the customer satisfaction survey results, customers' feedback and action plans to the Board of Directors on a quarterly basis.



Business Partners and Contractors

It is the Company's policy to treat all our business partners fairly and transparently. The Company conducts business by entering into contracts and agreements that are fair to all parties, complies to the terms and conditions of the agreements, refrains from demanding from or accepting improper benefits, and maintains confidentiality of our business partners' confidential information.

The Company does not do business with any company that violates labor laws, environmental laws, human rights, intellectual property laws, or trade restriction laws.

The Company has put in place a fair and transparent procurement process with clear segregation of duty and authorization to prevent conflict of interests. Our business partners must be qualified to be on our Approved Vendor List (AVL) to ensure reliable and high quality provision of services and supplies. To qualify for the AVL, the vendors and suppliers must meet the following criteria;

- To ensure they have good safety management, they must demonstrate a successful safety performance, and have policies on safety, safety training, and safe workplace environment.
- To ensure they can supply materials and provide services that meet the Company's requirements, they must have skill, capability, knowledge, resources, experience, and a good reputation.
- To ensure they can be our sustained business partner, they must demonstrate a good financial status, such as good cash flow, reasonable debt, etc.

The Company builds relationships with our business partners that benefit all involved which we believe creates the best performance for both the Company and its partners. The Company extends our safety culture and encourages our business partner to have safety awareness and apply best practices, e.g.

- Organized the Safety 24 Hours workshops to exchange knowledge and experiences about safety both at working and at home.
- Organized Tool Box Talks every Tuesday morning for the Company's Management and supervisors to meet and discuss with the contractors about a safe workplace.
- Organized workshop to engage contractors' management and supervisors for commitment on working with incident and injury free for the Event Project.



The Company communicated the Company's Anti-Corruption Policy to all business partners which also available on Company's website. The Company established the whistle blowing channel (See detail in item "Whistle Blowing Channel") for business partners and contractors who suspect violations of the law and Company Policies, non-transparent behaviors, or unfair treatment at or by the Company. Additionally, we had Business Conduct Re-enforcement sessions with business partner to sharing policy and best practices on good corporate governance.

Creditors

The Company strictly adheres and complies with the contractual and financial obligations as provided in credit agreements. The Company maintains good financial discipline and management to ensure repayment will be made on time. In the event that one of the terms cannot be fulfilled, the Company works with integrity and transparently with its creditors to resolve any issues that may come up.

Business Competitors

The Company has a policy to treat business competitors ethically and fairly, not violate competition law, not fraudulently infringe on their business, or improperly seek confidential information of any business competitors, and not discredit business competitors' image and reputation.

The Company cooperates with other refineries and industry groups and exchanges information appropriately, such as sharing best practice on safety operation and technology, building safety culture, cooperation on emergency response, and liaise with the government sectors to ensure compliance with related regulations.

Communities

The Company has in place safety standards and production process controls, as well as operational best practices and advanced technologies to ensure the safety of all our stakeholders, that we meet or exceed all safety and environmental regulations, and to ensure reliable and safe operations to have minimal impact on the environment and community around us.

As part of our commitment to Sustainable Development, the Company supports the communities' better quality of life. To show our responsibility and caring to the communities, the Company's management and staff jointly organize various activities in 4 key areas;

- education and youth,
- quality of life,
- environment, and
- community relationship.

The Company additionally engages communities to provide recommendation and feedback with regard to the impact from the Company's operation in order for the Company to improve for sustainable development. (See detail in "Sustainability Report")

For 2019 Event Project, on 15 August, the Company has a communication forum to communicate about the project to 345 participants from 48 communities around the Company.



Government Agencies

The Company conducts business with strict compliance with all related laws and regulations. The Company regularly assesses compliance, including monitoring and updating changes in related laws and regulations. All staff have the responsibility to understand governing law related to their duties. During the execution of their work activities, all staff must comply with all related laws and regulations.

The Company maintains transparent relations with government agencies. To build relationships, the Company cooperates and supports government activities and projects, as long as such support is appropriate and does not conflict with the Company's Anti-Corruption Policy. (See detail in item "Anti-Corruption Policy")

Anti-Corruption Policy

As provided in the Company's Business Conduct Policy, the Company is committed to conducting its business ethically and in compliance with all applicable laws and regulations, including the U.S. Foreign Corrupt Practices Act (FCPA) and other laws that prohibit corruption to obtain an improper business advantage.

Anti-Corruption Policy

The Board of Directors has established an Anti-Corruption Policy to ensure that the directors, management and all staff will conduct business transparently to prevent and act against corruption. The Anti-Corruption Policy applies to all Company personnel, including directors, management, employees, as well as the Company's representatives, agents, contractors and other intermediates or associates, who act on behalf of the Company. They are prohibited from engaging in acts of corruption such as paying bribes, accepting bribes, or other forms of undue or improper influence from all sectors, both government and private, where the Company does business. (Please find details in www.sprc.co.th)

Furthermore, the Company encourages all of our business partners, vendors, suppliers and contractors to implement anti-corruption policies and practices in line with our Anti-Corruption Policy and conduct the business ethically and in a manner that counters corruption.



Roles and Responsibilities

- The Board of Directors has delegated responsibility to the Audit Committee for overseeing and monitoring SPRC's internal controls and practices to ensure the effectiveness of this Anti-Corruption Policy.
- All management are responsible for assessing corruption risk exposure in their responsible areas, reviewing mitigation measures and ensuring adequacy of internal control processes to prevent corruption.
- All supervisors are responsible for monitoring and ensuring their staff are aware of and understand this policy, and follow the policies, procedures and internal controls to ensure SPRC maintains a corruption free business.

- The Corporate Compliance Officer (CCO) is responsible to implement adequate training and compliance programs for anti-corruption, handling any queries regarding this Policy and maintaining the records of sensitive transactions as required by applicable law and the US Foreign Corrupt Practice Act (FCPA).
- The Internal Auditor is responsible to review internal controls to ensure they are effective in countering corruption.

Procedure

The Company's Business Conduct Policy and Anti-Corruption Policy are introduced to all new employees at orientation sessions. The Company always communicates its policies to all staff to ensure they realize the Company has zero tolerance for corruption. The Company is committed to implementing and enforcing effective systems to counter corruption as well as to cultivate and promote ethical and responsible business values in our organizational culture.

All expenditures related to all Government Officials are considered as "sensitive transactions". All sensitive transactions must obtain advance approval from the CCO and must be supported by appropriate documents and receipts. No accounts may be recorded or not recorded to conceal improper payments. False, misleading, incomplete, inaccurate, or artificial entries in the Company's books, records or accounts are prohibited.

The Company provides guideline on expenditures regarding to gifts, meals, travel, lodging or entertainment for any government official as follows;

1. No expenditure of gifts, meals, travel, lodging or entertainment for any Government Official may be made for the purpose of improperly influencing any official action or to procure any improper advantage.
2. Upon advance approval from the CCO, SPRC may make payments on gifts, meals, travel, lodging or entertainment for any Government Official to secure performance of routine government actions by a Government Official (e.g. documents or administrative process), provided that such payment
 - a) is confirmed to be legal under all applicable laws,
 - b) is not made to a Government Official who holds decision making capability for approval, and
 - c) neither influences nor impacts the decision making that will be made by the Government Official.

3. Payments on gifts, meals, travel, lodging or entertainment for any Government Official may be made based on following justification;

- a) Meals & Entertainment that
 - Conform to normal amenities
 - Are not Extravagant
 - Conform to customary practices, and
 - Are not improper or inappropriate entertainment e.g. adult entertainment at massage parlor, karaoke with hostess
- b) Gifts or anything of value that
 - Conforms to normal amenities
 - No cash or other monetary instruments
 - Modest value
 - Be given publicly whenever possible
- c) Transportation & travelling expenses, that are
 - Actual and reasonable travel expenses
 - No per-diem allowance
 - No unusual travel related activities e.g. recreational side trip
 - Not extended to relatives, friends or associates of officer
- d) Hotel & Accommodations that are
 - Limited to reasonable business necessity
 - Not extended to relatives, friends or associates of officer

4. The following types of payments shall NOT be made:

- a) Expenditures for family members or guests accompanying the Government Official.
- b) Expenditures for additional days of travel to tourist destinations or visits to family or friends.

Furthermore, to maintain the highest ethical integrity, the Company's personnel are prohibited to request, and not allowed to accept, gifts and entertainment from our business partners, vendors, suppliers, contractors, and agents which may interfere or appear to interfere with personnel's ability to perform their duties and responsibilities in an ethical manner. However, only for special occasions and through approval of the supervisor, the Company's personnel may accept gifts and entertainment of modest value. Cash or any other monetary gifts are strictly prohibited.

In addition to internal communications, the Company has communicated its Anti-Corruption Policy to the Company's business partners, not only to declare the Company's commitment to conduct the business transparency without corruption, but also to encourage and support our business partners to do business without corruption. The Company uses this collaboration to build a corruption free business community.

On the International Anti-Corruption Day, 9 December 2019, the Company joined with private sectors and government sectors in Rayong Province to raise awareness anti-corruption.



The Company communicated Anti-Corruption Policy to all business partners. For 2020 New Year greeting season, the Company communicated to all vendors, contractors, and customers on a No Gift Policy with practice guidelines as follows:

- SPRC expressed a desire not to request and accept gifts or any favors of any value from our Business Partners;
- Business Entertainment is considered inappropriate unless SPRC shares in the cost of these events;
- Any form of cash or cash equivalence is strictly prohibited;
- In case any gifts cannot be refused or are unable to be returned, the gifts will be donated.

Protection of Employees who act in good faith

The Company undertakes that the Company will protect our employees who refuse to pay bribes or other forms of undue or improper influence in good faith. The Company will ensure they are not liable to any penalty or other adverse consequence, even if such refusal may result in the Company losing business.

Whistle-Blowing

The Company has set up multiple whistle-blowing communication channels for anyone to report if they discover or suspect bribes or violation of the Anti-Corruption Policy or Business Conduct Policy by others. They can report to the Board of Directors, the Audit Committee or the Corporate Compliance Officer:

a) By E-Mail

To the Board of Directors at:

CompanySecretary@sprc.co.th ,

To the Audit Committee at:

AuditCommittee@sprc.co.th , or

To the CCO at:

CorporateCompliance@sprc.co.th

b) By sending the letter to the following address:

Attention to:

Corporate Compliance Officer

Star Petroleum Refining Public Company Limited

No. 1 I-3B Road, Map Ta Phut,

Amphur Muang Rayong,

Rayong Province, 21150

The whistleblower is not required to disclose their name. If the whistleblower provides their name, SPRC undertakes that SPRC shall not disclose the whistleblower's name or any information that can be used to identify the whistleblower and shall keep such information as confidential. All reports will be taken seriously and no one will be discriminated against in any form as a result of reporting a violation or potential violation in good faith.

The Corporate Compliance Officer is responsible to ensure a proper investigation is held on any complaints and report any findings, and report results and corrective actions to the Audit Committee and the Board of Directors. If the whistleblower discloses his or her name, the Company will also respond on the investigation result to the whistleblower.

In 2019, the Company did not receive any complaints of corruption related to the Company's business.

Certified company by the Thailand Private Sector Collective Action Coalition Against Corruption (CAC)

To reinforce the Company's commitment to conduct business with transparency, the Company has joined the CAC since April 2016. In order to comply with the CAC's self-assessment, the Company has set up a team to be responsible on implementation and report the progress to the Audit Committee on quarterly basis. After completion of the self-assessment, the Internal Auditor reviews to ensure the Company's policy and implementation are in compliance with CAC's requirements and reviewed with the Audit Committee for their approval. The CAC Council reviewed and approved the Company as a certified member in November 2017. This certification recognizes that the Company has policies and practices against corruption conforming with the CAC's principles.

The Company plan to re-certify in 2020.

Disclosure and transparency

The Board of Directors oversees disclosure of financial statements, important information and any other information which is important for investment decisions to ensure that the information is disclosed in an accurate, complete, adequate and timely manner. In addition, the information must reflect the Company's operational performance and its true financial status in accordance with the corporate information disclosure Policy and the supervision of using inside Information Policy which has been communicated to the directors, management and employees. The Company strictly complies with the laws, rules and regulations relating to information disclosure of both the SEC and the SET. Furthermore, the company regularly appraises the efficiency of information disclosure process and monitors the issuance of any new regulations and adjusts the Company's guidelines in accordance with such regulations.

Apart from disclosure of information as required by law and regulations of the SET and the SEC, the Investor Relations Division has developed and established yearly investor relations plan to ensure efficient communication process and channels to communicate information including the Company's vision, mission, strategies, financial and operational performance to shareholders, investors, analysts, fund managers and bankers both domestically and abroad in accordance with SEC and SET regulations.

In 2019, the Company successfully delivered the Company's information through various channels including news releases, conference calls, quarterly presentations,

local and international investor roadshows, IR website, annual reports, IR materials, and other channels. The Company also has Corporate Affairs Department to disseminate corporate information to media through local and international press releases when there is an important business activity.

The Company regularly keeps shareholders, investors, analysts, fund managers, bankers and employees informed by holding analyst meetings on quarterly basis, roadshows and conference calls. The Company also participates in various SET events organized for both institutional and retail investors such as Thailand Focus and Opportunity day. In addition, interested parties can arrange company visits to meet with Company's management to obtain the Company's information and understand the Company's operations.

Details of Investor Relations activities to disclose information to international and local investors, institutional investors, retail investors, analysts, fund manager and press in 2019 are as listed in the table:

Activity	Number (times)
International Roadshow	3
Local Roadshow	1
Analyst Meetings	5
Opportunity Day (organized by the SET)	4
Investors, Fund managers and Analysts' Company Site Visit	2
Shareholders' Company Site Visit	2
Conference Call	18
Answering Inquiries by E-mail/ telephone	Approx. 2-5 times/ day
Presentation of information to investors	13
Press Release on the Company's performance	4
Joint Activities with SET	1

The Company provides information and news to the Stock Exchange of Thailand (SET). Interested persons may look up this information on the SET website www.set.or.th and the Company's website at www.sprc.co.th. For further information, investors and interested persons may contact the Company's Investor relations division at Tel. +66 (0) 38 699 887 or Fax. +66 (0) 38 699 999 ext. 7887 or send email to ir@sprc.co.th.

In addition, the Company provides a central point of investor contact as follow:-

- Mr. Wichai Chunhasomboon,
Chief Financial Officer
- Ms. Suttanuch Kittipongvises,
Investor Relations Manager
- Ms. Chutathip Pachiyankul,
Assistant investor Relations Manager
- Ms. Apasara Benner,
Investor Relations Officer

Responsibilities of the Board of Directors

The Company's Board of Directors consists of directors who possess knowledge, ability, and experience in a variety of fields; can leverage their experience, knowledge, and ability to effectively develop and determine the direction, policy, and strategy of the Company with honesty, transparency, and care for the best interests of the Company and its shareholders; and monitor to ensure the Management operates business in accordance with the strategic plan and budget determined, and rules and regulations of the relevant authority and government agencies, as well as the resolutions of the shareholders meeting. The Board of Directors has also put in place an internal control process that is appropriate and consistent with good corporate governance principles.

Composition of the Board of Directors

Pursuant to the Company's Articles of Association, the Board of Directors shall consist of at least five directors. The Board of Directors shall elect one director as the chairman, and may elect another director as the vice chairman or other positions as deemed appropriate. No less than one-half of the number of directors shall reside in Thailand.

The Charter of the Board of Directors, approved by the shareholders, requires that the Board of Directors consist of seven to nine directors who possess knowledge and experience in a variety of fields. At least three of the Company's Board of Directors shall be independent directors. The directors shall possess qualifications, and shall not possess any prohibited characteristics, as specified by law.

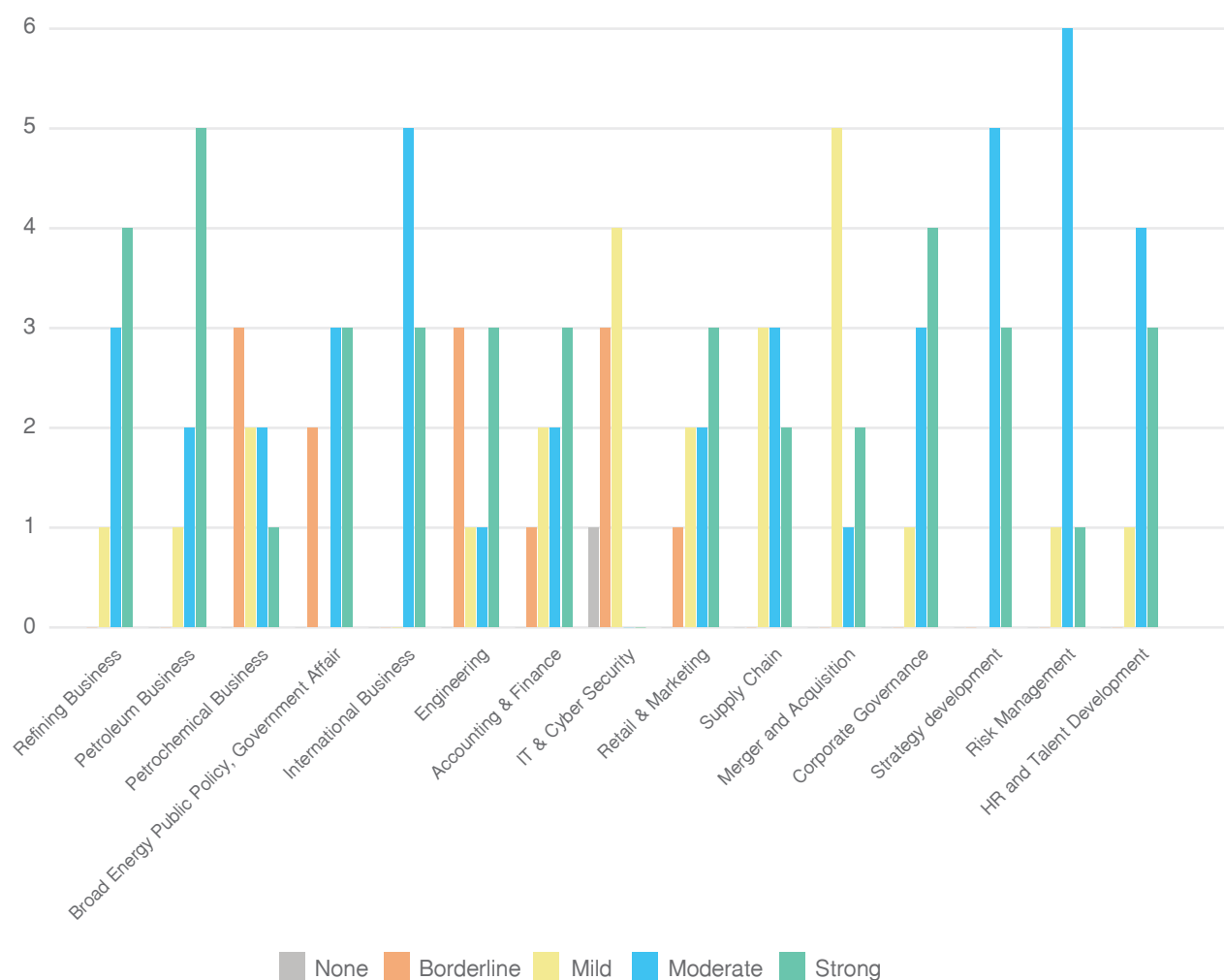
As of 31 December 2019, the Board of director comprises 8 directors.

	Executive Director	Non-Executive Director	Independent Director
1. Mr. Brant Thomas Fish ¹	-	✓	-
2. Mr. Pliu Mangkornkanok	-	✓	✓
3. Ms. Kamonwan Wipulakorn ²	-	✓	✓
4. Ms. Kheng Ling Lok	-	✓	-
5. Mr. Manoon Siriwan	-	✓	✓
6. Mr. Nicolas Michel Bossut	-	✓	-
7. Mr. Robert Stair Guthrie	-	✓	✓
8. Mr. Timothy Alan Potter	✓	-	-

¹ In replacement of Mr. Andrew Benjamin Walz who resigned, Mr. Brant Thomas Fish was appointed by the Board of Directors Meeting No. 2/2019 to be a Company's director and chairman of the Board of directors, effective on 14 May 2019.

² Ms. Kamonwan Wipulakorn was appointed by the 2019 Annual General Meeting of Shareholder to be a Company's independent director and by the Board of Directors Meeting No. 1A/2019 to be a member of the Audit Committee and a member of the Human Resources Committee, effective on 11 April 2019.

The Board of Directors evaluates the composition of the board every year to determine whether the board consists of directors with knowledge and experience in different fields, to ensure that the board members can suitably work together to determine the Company's vision, mission, strategy and policies as well as monitor the Company's business and operations. The Nomination, remuneration and Corporate Governance Committee develops and reviews the required skill sets and following is the 2019 assessment result of the skill composition of the Board of directors.



Appointment and removal of directors

Appointment, removal, or termination from office of the directors shall be in accordance with the Company's Articles of Association, as follows:

1. The shareholders meeting shall elect the Company's directors in accordance with the following rules and methods:
 - a shareholder shall be entitled to one vote per share held by them;
 - each shareholder may cast votes to elect one or more directors, but the votes are indivisible; and
 - the person who receives the highest vote, and other persons with the next highest number of votes, shall be elected as directors in accordance with the number of directors required, and if more than one person receives equal votes, the chairman of the shareholders meeting shall have the casting vote.
2. At each annual general meeting, one-third of the directors, or, if their number is not a multiple of three, then the number nearest to one-third, must retire from office. The directors to retire during the first and second years following the registration of the Company shall be drawn by lots. In every subsequent year, the directors who have been in office the longest shall retire. A retiring director is eligible for re-election.
3. A director may resign from office by submitting a letter of resignation to the Company, effective from the date on which the Company receives the letter or any date specified in the resignation letter. The Board of Directors may appoint a new director to replace a resigning director, but any person so appointed shall retain office only for as long as the resigning director was entitled to retain the same.
4. A shareholders meeting may remove any director before the expiration of his or her period of office, upon a resolution of the meeting passed by not less than three-fourths of the shareholders attending the meeting and eligible to vote, holding not less than 50 percent of the total shares held by the shareholders attending the meeting and eligible to vote.

There are 2 directors, Mr. Timothy Alan Potter and Mr. Pliu Mangkornkanok, retired at the 2019 Annual General Meeting. They were re-elected by the the 2019 Annual General Meeting of Shareholders held on 10 April 2019 to hold a directorship for another term.

Furthermore, the 2019 Annual General Meeting of Shareholders passed the resolution to increase a number of directors from 7 persons to 8 persons and elect Ms. Kamonwan Wipulakorn to be a Company's independent director, effective on 11 April 2019.

Later, Mr. Andrew Benjamin Walz submitted a resignation letter resigning as the Company's director and Chairman of the Board of Directors with effect on 14 May 2019. Then, the Board of Directors Meeting No. 2/2019 elected Mr. Brant Thomas Fish to be the Company's director and Chairman of the Board of Directors with effect from 14 May 2019. Mr. Brant Thomas Fish takes the remaining directorship term of Mr. Andrew Benjamin Walz.

Therefore, the Directors who will retire at the 2020 Annual General Meeting of Shareholders are Mr. Brant Thomas Fish and Mr. Nicolas Michel Bossut.

Nomination of directors

The Board of Directors has established procedures for nomination of directors by the Nomination, Remuneration and Corporate Governance Committee to ensure compliance with good corporate governance guidelines of the SET for listed companies. The Nomination, Remuneration and Corporate Governance Committee has the duty to review policies and the process for nominating new directors, and determine necessary and desirable qualifications of new directors. Additionally, the Company looks for qualified candidates from the list of Chartered Directors of the Thai Institute of Directors (IOD).

Persons nominated as directors shall possess the following qualifications:

- (1) Be fully qualified and not be prohibited from being a director according to:
 - The Public Limited Company Act
 - The Securities and Exchange Act
 - Regulations of the Securities and Exchange Commission
 - Regulations of the Capital Market Supervisory Board
 - The Company's Articles of Association

- (2) Have knowledge, skills, and expertise in fields related to the Company's business or have experiences that are beneficial to the Company's business operations.
- (3) Be trustworthy, have leadership skills, vision, ethics, integrity and be able to perform director's duties with care and diligence.
- (4) Not serve as a director of more than 3 listed companies in the Stock Exchange of Thailand.

Nomination of independent directors

Persons nominated as independent directors shall possess the following qualifications:

1. The independent director should not hold more than 3 consecutive terms directorship. (3 years for each term)
2. An independent director must not hold shares exceeding 0.1 percent of the total shares with voting rights of the Company, the parent company, the subsidiaries, the associate companies, major shareholders, or controlling persons of the Company. That percentage shall include shares held by related persons of the independent director.
3. An independent director shall not be, or have been, an executive director, employee, staff member, or consultant who receives a regular salary, or a controlling person of the Company, the parent company, the subsidiaries, the associate companies, the same-level subsidiaries, major shareholders, or controlling persons of the Company, unless the director has not held such a position for at least 2 years before the date of submission of the application to the Office of the SEC. Such a prohibition does not include cases of an independent director holding a position as a government officer or consultant of a government agency that is a major shareholder or controlling person of the Company.
4. An independent director shall not be related by blood or legal registration as father, mother, spouse, sibling, or child, including spouse of a child of another director, executive, major shareholder, controlling person to be nominated as an executive director, or controlling person of the Company or the subsidiaries.
5. An independent director shall not have, or have had, a business relationship with the Company, the parent company, the subsidiaries, the associate companies, major shareholders, or controlling persons of the Company in a manner that may prevent free judgment, and shall not be, or have been, a significant shareholder or controlling person of a person related to the business of the Company, the parent company, the subsidiaries, the associate companies, major shareholders, or controlling persons of the Company, unless that relationship ended at least two years before the date of submission of the application to the Office of the SEC.

The above business relationship includes execution of trade transactions in the ordinary course of the business; leasing or letting immovable property; transactions related to assets or service, or provision or acceptance of financial assistance by way of borrowing or lending, guarantee, charges, and security assets, and other similar circumstances causing indebtedness of the Company or a party to the other party of 3 percent of the net tangible assets of the Company, or Baht 20 million and above, whichever is lower. Calculation of such indebtedness shall be in accordance with the method for calculating related-party transactions under the notification of the Capital Market Supervisory Board concerning rules for related-party transactions, *mutatis mutandis*. However, such indebtedness shall include the indebtedness arising during the period of one year before the relationship with that person was established.

6. An independent director shall not be, or have been, an auditor of the Company, the parent company, the subsidiaries, the associate companies, major shareholders, or controlling persons of the Company, and shall not be a significant shareholder, controlling person of, or a partner in, the auditing office in which the auditor of the Company, the parent company, the subsidiaries, the associate companies, major shareholders, or controlling persons of the Company works, unless the director has not held such a position for at least two years before the date of submission of the application to the Office of the SEC.

7. An independent director shall not be, or have been, a provider of any professional service, including legal advisory or financial advisory service, receiving more than Baht 2 million of service charges per year from the Company, the parent company, the subsidiaries, the associate companies, major shareholders, or controlling persons of the Company, and shall not be a significant shareholder, controlling person, or a partner of the service provider, unless the director has not held such a position for at least two years before the date of submission of the application to the Office of the SEC.
8. An independent director shall not be a director appointed as the agent of the directors of the Company, major shareholders, or shareholders related to a major shareholder.
9. An independent director shall not operate a business of the same nature, with and in competition with the business of the Company, or the subsidiaries, and shall not be a significant partner in a partnership, or be an executive director, employee, staff member, or consultant who receives a regular salary, or hold shares exceeding 1 percent of the total shares with voting rights, of another company operating a business of the same nature, with and in competition with the business of the Company or the subsidiaries.
10. An independent director shall not possess any other characteristics that prevents him or her from freely giving an opinion regarding the Company's operation.

The Board of Directors and the NRCG Committee discussed the succession plan of directors and consider that a qualified candidate should be female because the Company has not yet have a female independent director. In addition, the candidate should have background and experiences in finance or accounting.

The NRCG Committee had searched for qualified candidates from the list of IOD Chartered Director and independent directors of listed companies. Having reviewed, the NRCG propose Ms. Kamonwan Wipulakorn, who is qualified to be an independent director according to the SET's and the Company's definition, and have no disqualification pursuant to the PLC Act and the Securities and Exchange Act.

The Board of Director endorsed and proposed to the shareholders for consideration. On 10 April 2019, the 2019 Annual General Meeting of Shareholders elected Ms. Kamonwan Wipulakorn to be an independent of the Company.

Scope of authority, duties, and responsibilities of the Company's Board of Directors

The Company's Board of Directors has a number of duties and responsibilities as set out in the Public Limited Company Act, Securities and Exchange Act, rules and guidelines of the SET, the Company's Articles of Association, and the Charter of the Board of Directors.

It is the primary responsibility of the Board of Directors to manage the Company's business within the scope of the law, the Company's objectives, Articles of Association, and resolutions of the shareholders meeting. The Board of Directors shall perform its duty using its best efforts to add value to the business in the long run, and manage the business carefully and prudently with transparency, and prevent any occurrence of conflict of interest. The Board of Directors shall determine the standard practice for the operation of the Company's business and ensure the adequacy of the Company's internal control and risk management systems.

The Charter of the Board of Directors sets out the authority and duties of the Board of Directors, and clearly separates the authority and duties of the directors, independent directors, and Management. The key responsibilities of the Board include:

- Reviewing, evaluating, approving and modeling vision, mission, culture, core values and commitment to maximize financial, operational, health, safety and environmental performance;
- Reviewing, evaluating and approving the business plan and budget each year;
- Reviewing, evaluating and approving strategies with guidance to implement objectives and goals of the Company;
- Monitoring business performance and reviewing the implementation of strategies;
- Enhancing and protecting the Company's reputation and corporate integrity;

- Reviewing, evaluating, and approving the policies, standards of corporate governance and legal and regulatory compliance; such as the Business Conduct Policy, Corporate Governance Policy, Anti-Corruption Policy, Insider Trading Policy, Risk Management Policy and Dividend Policy; as well as follow up and monitor the internal control and practice to be compliance with such policies;
- Reviewing, evaluating and approving overall direction and financial, operational, health, safety and environmental objectives and goals each year;
- Reviewing and approving full year and interim financial reports;
- Reviewing and approving the payment of any interim dividends;
- Reviewing, evaluating and approving the charters of the Board's committees;
- Reviewing and approving the appointment of a new director to replace a vacancy due to resignation;
- Reviewing and approving terms of appointment, including the remuneration package of the CEO, based on the recommendation of the Human Resources Committee;
- Reviewing, evaluating and approving the termination of the CEO's appointment;
- Providing input to the CEO's annual performance review with the Chairman;
- Monitoring the progress of major capital projects and business acquisitions or divestitures, and reviewing returns from these investments;
- The Board of Directors has authorization on capital expenditure up to Baht 1.5 billion. Any capital expenditure that exceeds Baht 1.5 billion shall be proposed for shareholders' approval.
- Reviewing and approving such authority to execute transactions or obligations which do not fall within the scope of authorities delegated to the CEO;
 - The CEO has the authority to execute transactions in the name of the Company, with a limit of not exceeding Baht 200 million. Transactions with a value greater than Baht 200 million are subject to the Board's approval.
 - However, due to the nature of Company's business and normal Company's business transaction, the CEO has the authority to execute transactions and obligations with a term not exceeding 12 months (regardless of the amount of these transactions) that are related to the current and future purchase, sale, and exchange of crude oil, raw materials, intermediate products, and finished products.
 - For related party transactions, the CEO has the authority to execute related party transactions in the name of the Company, with a limit of not exceeding Baht 10 million. Related party transactions with a value greater than Baht 10 million are subject to the Audit Committee's review and the Board's approval. For related party transactions with regard to the current and future purchase, sale, and exchange of crude oil, raw materials, intermediate products, and finished products, the CEO has the authority to execute such related party transactions with a term not exceeding 12 months (regardless the amount of those transactions).

Authorized Directors

The authorized directors of the Company are any two of Mr. Brant Thomas Fish, Mr. Nicolas Michel Bossut, Mr. Timothy Alan Potter, and Ms. Kheng Ling Lok, to jointly sign and affix the Company's seal.

Roles of Chairman of the Board of Directors

Mr. Brant Thomas Fish was elected by the Board of Directors to be a Company's director and a Chairman of the Board in replacement of Mr. Andrew Benjamin Walz who resigned with effect on 14 May 2019.

The Charter of the Board of Directors provides the roles of the Chairman of the Board as follows;

- Facilitate and ensure the Board of Directors perform and carry out its activities efficiently and effectively in compliance with the good corporate governance and the Company's Business Conduct;
- Oversee and ensure the Board of Directors completely perform and carry out its activities as set out in the Company's Charter of the Board of Directors;
- Oversee and ensure the Board of Directors receive correct and appropriate information for consideration at the Board of Director's meeting;

- Approve the agenda for each Board of Director's meeting in consultation with the CEO and the Company Secretary;
- Approve the minutes for each Board of Director's meeting, recorded by the Company Secretary;
- Allocate sufficient time for each agenda item, support the directors to exercise prudent discretion, allows directors to ask questions and express opinions freely, and conclude to resolve the meetings' resolutions;
- Act as chairman of shareholders' meetings and ensure each shareholders' meeting will be effectively proceeded and compliance with all related laws and regulations;

In addition, the Board of Directors elected Mr. Pliu Mangkornkanok to be a Vice Chairman of the Board of directors. The Vice Chairman has responsibility to support the Board Chairman and fulfill the Chairman's responsibilities in case of the absence of the Chairman or the Chairman is unable to play the chairman role during a meeting of the Board or a meeting of shareholders.

Board of Directors meetings

The Company's Articles of Association require that the Board of Directors holds at least one meeting every three months, and may hold additional meetings to consider urgent matters.

The directors shall regularly attend Board of Directors meetings to acknowledge and take part in the decisions regarding the operation of the Company's business.

The Company Secretary is responsible to develop meeting schedule and inform the directors of the meeting schedule for the whole year in advance. In the 3rd quarter of the year, the Company Secretary will notify each director on the following year schedule of the Board of Director meetings and committee meetings, so that each director is aware of the meeting schedule in advance, and is able to attend the meeting. Each quarterly meeting will be held during a period of after 30 - 45 days after the end of quarter, except for the year-end, the meeting will be held during a period of after 40 - 60 days after the end of calendar year. Each meeting takes approximately 4 hours. Each director shall participate the meeting in person. The quorum for the Board meeting requires the presence in person of at least one-half of all directors on the Board. A director who unable to be present at the meeting can participate the Board meeting via teleconference on video conference, but he/she will not be counted towards the quorum nor vote on resolutions.

The Chairman, the Chief Executive Officer, and the Company Secretary together consider and approve the meeting agenda. At each meeting, a clear agenda is set, and sufficient supporting documents sent to the directors, both in hard copy and electronic form, approximately 8 - 10 days in advance, to allow sufficient time for the Board of Directors to study the matters before the meeting.

To consider each matter, the Chairman of the Board of Directors, who acts as the chairman of the meeting, allocates sufficient time for each agenda item, and allows directors to ask questions and express opinions freely. Resolutions of the Board of Directors require a majority vote of the directors. Each director has one vote. In the event of equal votes, the Chairman of the meeting has the casting vote.

If any director has a conflict of interest in the matter being considered, the interested person shall not take part in the consideration and decision on that matter, for transparency and the best interest of the Company.

The Company's executives attend the Board of Directors meeting in order to directly provide beneficial information and acknowledge policies from the Board of Directors, to ensure efficient implementation. The executives report implementation results in the following Board of Directors meeting.

Upon conclusion of the meeting, the Company Secretary prepares the minutes of the meeting, containing important matters considered, resolution, as well as the opinions expressed in the meeting, proposes the draft minutes to the directors for their preliminary review, proposes the minutes in the next Board of Directors meeting for Board's approval, and certification by the Chairman of the Board of Directors. Minutes approved by the meeting and certified by the Chairman of the Board of Directors are systematically kept, with the documents supporting each agenda item in the meeting, both in hard copy and electronic form, for convenience of retrieval and reference.

Attendance of the Board of Directors Meetings and Committee Meetings in 2019

Director's Name	Board of Directors	Audit Committee	Nomination, Remuneration and Corporate Governance Committee	Human Resources Committee
	Total Meetings in 2019			
	6 Meeting	4 Meetings	3 Meetings	5 Meetings
1. Mr. Brant Thomas Fish ¹	3/4	-	-	-
2. Mr. Pliu Mangkornkanok	6/6	4/4		5/5
3. Ms. Kamonwan Wipulakorn ²	4/4	3/3	-	3/3
4. Ms. Kheng Ling Lok	5/6	-	2/2	2/2
5. Mr. Manoon Siriwan	6/6	4/4	3/3	-
6. Mr. Nicolas Michel Bossut	5/6	-	1/1	3/3
7. Mr. Robert Stair Guthrie	6/6	4/4	3/3	-
8. Mr. Timothy Alan Potter	6/6	-	3/3	5/5
Director who resigned in 2019				
1. Mr. Andrew Benjamin Walz ³	2/2	-	-	-

¹ In replacement of Mr. Andrew Benjamin Walz who resigned, Mr. Brant Thomas Fish was appointed by the Board of Directors Meeting No. 2/2019 to be a Company's director and chairman of the Board of directors, effective on 14 May 2019.

² Ms. Kamonwan Wipulakorn was appointed by the 2019 Annual General Meeting of Shareholder to be a Company's independent director, effective on 11 April 2019.

³ Mr. Andrew Benjamin Walz resigned from the Company's director and chairman of the Board of directors, with effect on 14 May 2019.

In 2019, meetings of the Board of Directors were held 6 times, including 4 regular quarterly meetings, and 2 special meeting. All directors fully attended all Board of directors meetings.

Attendance of the Board of Directors Meetings in 2019

Name of Directors	No. 1 (21 Feb)	No. 2 (10 Apr)	No. 3 (14 May)	No. 4 (7 Aug)	No. 5 (5 Nov)	No. 6 (13 Dec)	Total	Per-centage
1. Mr. Brant Thomas Fish ¹	n/a	n/a	✓	✓	✓	X	3/4	75%
2. Mr. Pliu Mangkornkanok	✓	✓	✓	✓	✓	✓	6/6	100%
3. Ms. Kamonwan Wipulakorn ²	n/a	n/a	✓	✓	✓	✓	4/4	100%
4. Ms. Kheng Ling Lok	✓	✓	✓	✓	✓	X	5/6	83%
5. Mr. Manoon Siriwan	✓	✓	✓	✓	✓	✓	6/6	100%
6. Mr. Nicolas Michel Bossut	✓	✓	✓	✓	✓	X	5/6	83%
7. Mr. Robert Stair Guthrie	✓	✓	✓	✓	✓	✓	6/6	100%
8. Mr. Timothy Alan Potter	✓	✓	✓	✓	✓	✓	6/6	100%
Director who resigned in 2019								
1. Mr. Andrew Benjamin Walz ³	✓	✓	n/a	n/a	n/a	n/a	2/2	100%
The attendance of all directors								93%

¹ In replacement of Mr. Andrew Benjamin Walz who resigned, Mr. Brant Thomas Fish was appointed by the Board of Directors Meeting No. 2/2019 to be a Company's director and chairman of the Board of directors, effective on 14 May 2019.

² Ms. Kamonwan Wipulakorn was appointed by the 2019 Annual General Meeting of Shareholder to be a Company's independent director, effective on 11 April 2019.

³ Mr. Andrew Benjamin Walz resigned from the Company's director and chairman of the Board of directors, with effect on 14 May 2019.

Audit Committee

Scope of authority, duties, and responsibilities of the Audit Committee

- To ensure that the Company's financial statements are accurate and adequately disclosed.
- To ensure that the Company implements internal controls and internal audit systems that are appropriate and effective, and to consider the independence of the internal audit unit and give consent regarding the appointment, transfer, and termination of employment of the internal auditor.
- To ensure that the Company complies with the law governing securities and exchange, regulations of the SET, and the laws applicable to the Company's business.
- To consider selecting, nominating, and appointing an independent person to act as an auditor of the Company, propose the remuneration of the auditor, termination of the auditor, and attend meetings with the auditor and internal auditor without the management's presence at least once a quarter.
- To consider related-party transactions or transactions with likely conflict of interest, and ensure that they are in accordance with the laws and regulations of the SET, in order to ensure that such transactions are reasonable and in the best interest of the Company. The opinions of the Audit Committee will be proposed to the Board of Directors or the shareholders, as the case may be, to ensure that the proposed transactions are executed on a commercial arm's length basis and always take into consideration, on balance, the best interest of Company.
- To prepare the report of the Audit Committee and disclose the same in the Company's annual report. The report is certified by the Chairman of the Audit Committee, and contains at least the following:
 - opinion regarding the accuracy, completeness, and reliability of the Company's financial report;
 - opinion regarding the adequacy of the Company's internal control system;
 - opinion regarding compliance with the law governing securities and exchange, regulations of the SET, and the laws applicable to the Company's business;
 - opinion regarding the suitability of the auditor;
 - opinion regarding transactions with likely conflict of interest;

- number of Audit Committee meetings held and attended by each audit committee member;
- overall opinion or observation of the Audit Committee from compliance with the charter; and
- other details to be noted by shareholders and general investors as deemed appropriate by the Audit Committee in accordance with the scope of duty and responsibility assigned by the Board of Directors.
- To take any other actions as assigned by the Board of Directors, subject to the consent of the Audit Committee.

Nomination of the Audit Committee

The Audit Committee members must be the Company's independent directors, with all qualifications required under the law governing securities and exchange, the notifications of the Capital Market Supervisory Board, and the notifications, regulations, and rules of the SET. The rules under the notifications of the Capital Market Supervisory Board and the SET require that the Audit Committee consist of at least three members, who possess sufficient knowledge and experience to act as audit committee members. At least one audit committee member possesses sufficient knowledge and experience in accounting to be able to inspect the credibility of the Company's financial statements. Each member of the Audit Committee maintains his or her qualifications as an audit committee member and title as director, which can be summarized as follows:

1. The member must be an independent director of the Company.
2. The member must be nominated by the Board of Directors.
3. The member must possess the qualifications specified in the notification of the Stock Exchange of Thailand concerning qualifications and scope of work of audit committees.
4. The member must not be a director assigned by the Board of Directors to make decisions on the operation of the business of the Company, the parent company, the subsidiaries, the associate companies, major shareholders, or controlling persons of the Company.
5. The member is not a director of the parent company, the subsidiaries, and the same-level subsidiaries that are listed companies.

Attendance of the Audit Committee Meetings in 2019

Name of Audit Committee members	No. 1 (20 Feb)	No. 2 (13 May)	No. 3 (6 Aug)	No. 4 (4 Nov)	Total
1. Mr. Pliu Mangkornkanok	✓	✓	✓	✓	4/4
2. Mr. Manoon Siriwan	✓	✓	✓	✓	4/4
3. Mr. Robert Stair Guthrie	✓	✓	✓	✓	4/4
4. Ms. Kamonwan Wipulakorn ¹	n/a	✓	✓	✓	3/3

¹ Ms. Kamonwan Wipulakorn was appointed by the 2019 Annual General Meeting of Shareholder to be a Company's independent director and by the Board of Directors Meeting No. 1A/2019 to be a member of the Audit Committee and a member of the Human Resources Committee, effective on 11 April 2019.

Nomination, Remuneration and Corporate Governance Committee

Scope of authority, duties, and responsibilities of the Nomination, Remuneration and Corporate Governance Committee

- Assisting the Board of Directors with respect to the structure of the Board of Directors; the nomination, election, and re-election of directors; consideration for performance of the Board of Directors and each director; as well as the succession plan for the Board of Directors.
- Assisting the Board of Directors with respect to the nomination process for directors, determining the terms of appointment.
- Providing consultancy service to assist the Board of Directors in evaluating the performance and nomination of directors.
- The Nomination, Remuneration and Corporate Governance Committee shall ensure that the Board of Directors possesses the appropriate mix of skills, experience, expertise, and variety, and shall implement an appropriate process with respect to succession, appointment, performance, and other matters related to the Board of Directors.
- Reviewing and overseeing the process for evaluation of the performance of the Board, its standing committees and individual directors.
- Assisting the Board of Directors to consider a fair and reasonable remuneration structure for the Board of Directors and other committees.
- Reviewing the adequacy of the Company's practices with respect to corporate governance, and provide advice and recommendations to the Board to ensure the Company's policies, practices, and standards of corporate governance are consistent with SET's best practice guidelines for listed companies, international best practices and recommendations made by related institutions.
- Monitoring and overseeing the performance of the Board and Management to ensure their compliance with the Company's Corporate Governance policy.

Attendance of the Nomination, Remuneration and Corporate Governance Committee Meetings in 2019

Name of NRCG Committee members	No. 1 (20 Feb)	No. 2 (14 May)	No. 3 (6 Aug)	Total
1. Mr. Robert Stair Guthrie	✓	✓	✓	3/3
2. Mr. Manoon Siriwan	✓	✓	✓	3/3
3. Mr. Nicolas Michel Bossut ¹	✓	n/a	n/a	1/1
4. Ms. Kheng Ling Lok ¹	n/a	✓	✓	2/2
5. Mr. Timothy Alan Potter	✓	✓	✓	3/3

¹ The Board of Directors Meeting No. 1A/2019, held on 10 April 2019, appointed Ms. Kheng Ling Lok to be a member of the NRCG Committee in replacement of Mr. Nicolas Michel Bossut, who rotated to be a member of the Human Resources Committee.

Human Resources Committee

Scope of authority, duties, and responsibilities of the Human Resources Committee

- The primary role of the Human Resources Committee is to provide the Board of Directors with assistance regarding the strategic plan for management and development of the Company's human resources, and the Company's remuneration system for staff.
- The Human Resources Committee has the duties assigned by the Board of Directors, including approving the plan on payment of annual remuneration and incentives.
- The Human Resources Committee considers ways to develop human resources management and personnel development strategies, in order to enhance the operation of the Company's business, and improve operations, as well as to increase shareholder value in the long run.
- The Human Resources Committee ensures that the remuneration system is appropriately managed, and a clear and reasonable process is in place, in order to enhance the Company's human resources management strategy.
- The Human Resources Committee is responsible for provide the advice on the appointment of senior leaders, and review a succession planning of the CEO and senior leadership team.

Attendance of the Human Resources Committee Meetings in 2019

Name of Human Resources Committee members	No. 1 (21 Feb)	No. 2 (6 Mar)	No. 3 (13 May)	No. 4 (6 Aug)	No. 5 (5 Nov)	Total
1. Mr. Timothy Alan Potter	✓	✓	✓	✓	✓	5/5
2. Mr. Pliu Mangkornkanok	✓	✓	✓	✓	✓	5/5
3. Ms. Kheng Ling Lok ¹	✓	✓	n/a	n/a	n/a	2/2
4. Mr. Nicolas Michel Bossut ¹	n/a	n/a	✓	✓	✓	3/3
5. Ms. Kamonwan Wipulakorn ²	n/a	n/a	✓	✓	✓	3/3

¹ The Board of Directors Meeting No. 1A/2019, held on 10 April 2019, appointed Mr. Nicolas Michel Bossut to be a member of the Human Resources Committee in replacement of Ms. Kheng Ling Lok, who rotated to be a member of the NRCG Committee.

² Ms. Kamonwan Wipulakorn was appointed by the 2019 Annual General Meeting of Shareholder to be a Company's independent director and by the Board of Directors Meeting No. 1A/2019 to be a member of the Audit Committee and a member of the Human Resources Committee, effective on 11 April 2019.

Training for directors

In 2019, the Company had 2 new directors, Ms. Kamonwan Wipulakorn and Mr. Brant Thomas Fish. They received an introduction and overview of the Company's structure and business, the Company's performance in operation, supply and financial including performance benchmarking with the peers in Thailand and international industry, Company's culture, Business Conduct Policy, and policies regarding to the good governance.

Additionally, the Company encourages the directors to improve themselves in the area of director roles and corporate governance by attending a training or seminar regarding to the roles and responsibilities of directors organized by the Thai Institution of Directors (IOD). The Nomination, Remuneration and Corporate Governance Committee is responsible to monitor and ensure the directors attend the training.

In 2019, there are 3 directors attended the director training courses with IOD.

Mr. Timothy Alan Potter	Strategic Board Master Class 6/2019
Ms. Kheng Ling Lok	Strategic Board Master Class 6/2019
Mr. Manoon Siriwan	Strategic Board Master Class 7/2019

Board of Directors Self-Assessment

Criteria

The Board of Directors assessed its 2019 performance. The self-assessment form consists of 50 questions covering 6 areas:

- **Board structure and qualifications:** to evaluate the appropriate composition of the board on diversity of skills and experiences as well as diversity to effectively support the Board's activities and Company's business
- **Roles, duties and responsibilities of the board:** to evaluate the effectiveness and contribution of the Board of Directors to achieve the goals of the Company
- **Duties of directors:** to evaluate the neutrality and independence of directors performing their roles
- **The board meeting:** to evaluate the effectiveness and environment of the meetings, and the quality of information provided for board consideration at the meetings
- **Relationship with management:** to evaluate the trust relationship between directors and management, including working to support each other on their roles
- **Director's self-improvement and training:** to evaluate the Directors' understanding of their roles, and responsibilities, and the company's nature of business.

Process

- The Company Secretary is responsible to review the self-assessment form and apply it to be consistent with the roles and responsibilities of the Board of Directors as provided in the Charter of the Board of Directors.
- All directors shall complete the self-assessment and send to the Company Secretary to consolidate the result.
- The Company Secretary shares the Board of Directors' assessment result with the Nomination, Remuneration and Corporate Governance Committee to review and discuss.
- The Chairman of the Nomination, Remuneration and Corporate Governance Committee shares the Board of Directors' assessment result with the Board of Directors and provides recommendations for effective performance and compliance with corporate governance.

Assessment Result

All 8 directors completed the self-assessment for the Board of Directors. The overall result of the 2019 Board of Directors' self-assessment indicates 98.8%.

Audit Committee Self-Assessment

Criteria

The Audit Committee assessed its 2019 performance. The self-assessment form consists of 30 questions covering 3 areas:

- **Committee structure and qualifications:** to evaluate the appropriate composition of the committee on diversity of skills and experiences to support committee to perform its roles, as well as the demonstration on integrity, credibility and trustworthiness
- **Committee meeting:** to evaluate the effectiveness and environment of the meetings, and the quality of information provided for committee consideration at the meetings
- **Roles, duties and responsibilities of the Committee:** to evaluate the effectiveness and contribution of the committee members to carry out all responsibilities as outlined in the Audit Committee Charter in the following areas;
 - Financial Reports
 - Internal Control and legal compliance
 - Risk Management
 - External Audit
 - Internal Audit

Process

- The Committee Secretary is responsible to review the self-assessment form and apply it to be consistent with the roles and responsibilities of the Audit Committee as provided in the Charter of the Audit Committee.
- All committee members shall complete the self-assessment and send to the Committee Secretary to consolidate the result.
- The Committee Secretary shares the Audit Committee's assessment result with the Audit Committee to review and discuss for effectiveness improvement.
- The Chairman of the Audit Committee shares the Audit Committee assessment result with the Board of Directors for the Board to discuss and provide recommendation (if any) to the Audit Committee.

Assessment Result

All 4 members of the Audit Committee completed the self-assessment for the Audit Committee. The overall result of the 2019 Audit Committee self-assessment indicates 99.6%.

Nomination, Remuneration and Corporate Governance, Committee Self-Assessment

Criteria

The Nomination, Remuneration and Corporate Governance (NRCG) Committee has assessed its 2019 performance. The self-assessment form consists of 20 questions covering 3 areas:

- **Committee structure and qualifications:** to evaluate the appropriate composition of the committee on diversity of skills and experiences to support committee to perform its roles
- **Committee meeting:** to evaluate the effectiveness and environment of the meetings, and the quality of information provided for committee consideration at the meetings
- **Roles, duties and responsibilities of the Committee:** to evaluate the effectiveness and contribution of the committee members to carry out all responsibilities as outlined in the NRCG Charter in the following areas;
 - Review the Board's composition and Board's performance
 - Review the director candidate's qualification
 - Review the director remuneration
 - Monitor and ensure the company's practices are compliance with the good corporate governance

Process

- The Committee Secretary is responsible to review the self-assessment form and apply it to be consistent with the roles and responsibilities of the NRCG Committee as provided in the Charter of the NRCG Committee.
- All committee members shall complete the self-assessment and send to the Committee Secretary to consolidate the result.
- The Committee Secretary shares the NRCG Committee's assessment result with the NRCG Committee to review and discuss for effectiveness improvement.
- The Chairman of the NRCG Committee shares the NRCG Committee assessment result with the Board of Directors for the Board to discuss and provide recommendation (if any) to the NRCG Committee.

Assessment Result

All 4 members of the NRCG Committee completed the self-assessment for the NRCG Committee. The overall result of the 2019 NRCG Committee self-assessment indicates 99.4%.

Human Resources Committee Self Assessment

Criteria

The Human Resources Committee assessed its 2019 performance. The self-assessment form consists of 13 questions covering 3 areas:

- **Committee structure and qualifications:** to evaluate the appropriate composition of the committee on diversity of skills and experiences to support committee to perform its roles
- **Committee meeting:** to evaluate the effectiveness and environment of the meetings, and the quality of information provided for committee consideration at the meetings
- **Roles, duties and responsibilities of the Committee:** to evaluate the effectiveness and contribution of the committee members to carry out all responsibilities as outlined in the Human Resources Committee Charter in the following areas;
 - Review the qualifications and appointments of senior executives
 - Review the human resources plan
 - Review the remuneration system for employees

Process

- The Committee Secretary is responsible to review the self-assessment form and apply it to be consistent with the roles and responsibilities of the Human Resources Committee as provided in the Charter of the Human Resources Committee.
- All committee members shall complete the self-assessment and send to the Committee Secretary to consolidate the result.
- The Committee Secretary shares the Human Resources Committee's assessment result with the Human Resources Committee to review and discuss for effectiveness improvement.
- The Chairman of the Human Resources Committee shares the Human Resources Committee assessment result with the Board of Directors for the Board to discuss and provide recommendation (if any) to the Human Resources Committee.

Assessment Result

All 4 members of the Human Resources Committee completed the self-assessment for the Human Resources Committee. The overall result of the 2019 Human Resources Committee self-assessment indicates 100%.

Individual Director Self-Assessment

Criteria

Each director assessed himself/herself as a director for his/her 2019 performance. The individual director self-assessment form consists of 30 questions on 3 areas:

- understanding on the Board's role and constructively performing his director role
- understanding on the Company's business, strategy and policy
- independence and relationship with other directors and management

Process

- The Company Secretary is responsible to review the self-assessment form and apply it to be consistent with the roles and responsibilities of the Board of Directors as provided in the Charter of the Board of Directors.
- All directors shall complete the self-assessment and send to the Company Secretary to consolidate the result.
- The Company Secretary shares the individual director assessment result with the Nomination, Remuneration and Corporate Governance Committee to review and discuss.
- The Chairman of the Nomination, Remuneration and Corporate Governance Committee shares the individual director assessment result with the Board of Directors and provides recommendation for effective performance and compliance with corporate governance.

Assessment Result

All 8 directors completed the individual director self-assessment. The overall result of the 2019 individual director self-assessment indicates 98.0%.

CEO Assessment

Criteria

The Chairman of the Board of Director and the directors assessed and discussed the CEO's achievement of business results and strategies, as well as evaluated the CEO's performance through the assessment, consisting of 50 questions in 8 areas:

- Leadership
- Strategy and Execution
- Financial Planning and Performance
- Relationship with the Board
- External Relations
- Human Resources and Management relationship
- Succession
- Skills and Attitudes

Process

- The Company Secretary is responsible to review the assessment form and apply it to be consistent with the roles and responsibilities of the CEO as delegated by the Board of Directors.
- All directors (except the director who holds the CEO position) shall complete the assessment and send back to the Company Secretary to consolidate the result.
- The Company Secretary shares the CEO assessment result with the Chairman of the Board of Directors for consideration.
- The Chairman of the Board of Directors discusses the evaluation and assessment result with the directors at the Board of Directors meeting and without the attendance of an executive director.

Assessment Result

7 directors completed the CEO assessment. The results of the assessment were shared with the CEO and are confidential.

Compliance with CG Code

The Board of Directors assigns the NRCG Committee to review the Company's practices to ensure the compliance with the guideline on good Corporate Governance (CG Code) and make recommendation to the Board of Directors for improvement. The NRCG reviews the CG assessment result annually.

For 2019, the NRCG provided its opinion to the Board of Directors that the Company performed all practices in compliance with the good corporate governance as recommended by the Security Exchange of Thailand, except following items;

- Arrange the Board of Directors meeting more than 6 times a year
 - With the type and size of Company's business, the Board considers Board meetings once a quarter as appropriate. However, if there is an urgent matter, the Board can be called for a special meeting. In 2019, meetings of the Board of Directors were held 6 times, including 4 regular quarterly meetings, and 2 special meetings.
- The quorum of the Board of Directors for the voting at the Board of Directors meeting shall be the presence in person of at least two-thirds of all directors on the board.
 - The Company's Article of Association provides that the quorum of the Board meeting requires the presence in person of at least one-half of all directors on the board. With the Board's size, the Board of Directors considered the current practice is appropriate.
- Chairman of the Board is an independent director.
 - The Chairman of the Board is elected by the Board of Directors. The Board of Directors elected

Mr. Brant Thomas Fish, a non-executive director, to be a Chairman of the Board and elected Mr. Pliu Mangkornkanok, an independent director, to be a Vice Chairman of the Board.

- The Nomination and Remuneration Committee shall comprise of independent directors more than 50%.
 - There are 4 members in the Company's Nomination, Remuneration and Corporate Governance Committee and 2 out of 4 directors (equal to 50%) are independent directors.
- The Board of Directors shall comprise of independent directors more than 50%.
 - There are 8 directors in the Board and 4 out of 8 directors (equal to 50%) are independent directors.

Audit Committee Report

To the Shareholders

I am pleased to present our annual Audit Committee Report for the year ended 31 December 2019. This report provides a summary of how the Audit Committee has met its responsibilities under the Audit Committee Charter.

The audit committee members have various skills, experiences and qualifications as required by the Securities and Exchange Commission (SEC). The Audit Committee comprises four Independent Directors: Mr. Pliu Mangkornkanok as the chairman, Mr. Manoon Siriwan, Mr. Robert Stair Guthrie and Ms. Kamonwan Wipulakorn.

- The Annual General Meeting of Shareholders 2019 re-elected Mr. Pliu Mangkornkanok as a Company's independent director, approved increasing of additional 1 director and elected Ms. Kamonwan Wipulakorn as a Company's independent director.
- The Board of Directors Meeting No. 1A/2019 appointed Mr. Pliu Mangkornkanok and Ms. Kamonwan Wipulakorn to be members of the Audit Committee
- The Audit Committee Meeting No. 2/2019 appointed Mr. Pliu Mangkornkanok to be a chairman of the Audit Committee

The committee independently completed their duties under the Audit Committee Charter, which complies with the guidelines of the Securities and Exchange Commission (SEC) and The Stock Exchange of Thailand (SET). Their duties include review and discuss with management and the external auditor on the appropriateness of accounting policies; review financial reports; monitor the adequacy, integrity and effectiveness of the internal controls relative to corporate risk management; monitor the compliance with the good corporate governance and the Company's Business Conduct; review the transparency of related party transactions; review and assess the qualifications and independence of internal and external auditors including their activities and effectiveness; and meet with external and internal auditors in the absence of the Management.

In 2019, the Audit Committee held 4 meetings with full attendance by the members. The Audit Committee performed activities according to its duties and responsibilities identified in the Audit Committee Charter, which can be summarized as follows:

1. **Review Financial Reports:** The Audit Committee performed the review and discuss on quarterly and annual financial reports of the year 2019 with the Chief Financial Officer and the external auditor. Management presented to the Audit Committee that audited financial statement were prepared in accordance with Thai Financial Reporting Standards. The external auditor presented their independent audit and opinion of the financial report. In addition, the Audit Committee included a discussion on the reasonableness of significant estimates and judgements and the clarity of disclosure in the financial report for fiscal year 2019. The Audit Committee recommended the Audited Financial Reports for the year ended 31 December 2019 be approved by the Board of Directors for further approval at the Annual General Meeting of Shareholders.
2. **Review the Internal Control System:** SPRC Management and Internal Auditor assessed the sufficiency of internal control by using the SET's Assessment Form as a tool to assess the adequacy of the Company's internal control system. The Company also evaluated the internal control system as required by the U.S. Sarbanes-Oxley Act 2020. The Audit Committee reviewed the result of the assessment of sufficiency of internal control and satisfied with the set-up of Company's internal control system.
3. **Review the Risk Management:** The Audit Committee reviewed the regular reports on risk management including annual risk assessment and monitoring of mitigation actions as reported by the Management on a quarterly basis. The Audit Committee found that the Company has an adequate risk management process including identification of internal and external risk factors, assessment on impacts and likelihood, and mitigation assurance plans.
4. **Review the Corporate Governance:** The Corporate Governance Policy had been established and the Company had appointed a Corporate Compliance Officer (CCO) to implement, control and monitor to ensure all staff were aware and understand the Business Conduct as well as ensure that the Company operated business with integrity, transparency and fairness without

corruption, bribery or violation of laws. The CCO reported the compliance activities and transactions regarding to the Anti-Corruption Policy and the U.S. Foreign Corrupt Practice Act (FCPA) to the Audit Committee on the quarterly basis. The Audit Committee reviewed compliance activities and noted that the company has sufficient control to prevent corruption and ensure the compliance with the related laws.

5. **Review of Related Party Transactions (RPT):** During 2019, the Company entered into related party transactions as disclosed in Related Party Transactions contains in this Annual Report. Internal Auditor has reviewed the Related Party Transaction and report to the Audit Committee on quarterly basis. The Audit Committee agreed and considered that the transactions were made with reasonable justification and have been entered into for the best interest of the Company. The terms and conditions of the transactions were reasonable and necessary for the company's business. They were negotiated on an arm's length basis in the ordinary course of business and according to normal trade conditions, which an ordinary person under similar circumstance would enter into, without any misappropriation of benefits between the Company and the connected person.
6. **Review of Internal Audit Functions:** The Audit Committee had considered and approved the annual audit plan which had been developed based on assessment of vulnerability and impact of defined business process. The Audit Committee also approved the Key Performance Indicator (KPI) as performance measurement of internal audit functions. The Audit Committee regularly reviewed the audit reports and monitored the audit findings and audit recommendation made to the Management. The Audit Committee held private meeting with internal auditor on the quarterly basis. The Audit Committee assessed the performance of the internal audit function and satisfied that the internal audit function was performed independently, effectively and met objectives.
7. **Review of External Auditor Performance:** Pricewaterhouse Coopers ABAS Ltd. (PwC) was approved by the Annual General Meeting of Shareholder 2019 to be the company's external auditor. PwC reported to the Audit Committee on the scope and result of the interim quarterly financial reports and year ended financial statements. PwC performed their tasks professionally, within regulatory requirements and best practices

designed to ensure their independence. The Audit Committee held private meetings with PwC quarterly to discuss any areas of concern regarding Management's interaction with them. The Audit Committee is satisfied with the independence of the external auditor. In 2019, PwC did not provide any non-audit services to SPRC.

8. **Appointment of the External Auditor and Remuneration of year 2019:** The Audit Committee considered qualifications, skills, performance, and independence of external auditor as proposed by the Management. The Audit Committee is satisfied and recommended the appointment of PwC as an external auditor for the year 2019 for the Board's concurrence and the shareholders' approval at the 2019 AGM, together with its audit fees.
9. **Audit Committee Self-Assessment:** The Audit Committee undertakes an annual self-assessment of its performance. Each Audit Committee members response to a questionnaire related to the following: a) committee structure and qualifications, b) committee meeting, c) roles and responsibilities on financial report, internal control, risk management, governance, internal audits and external audit. The self-assessment result was 99.6%. From the assessment result, it is concluded that the Audit Committee completely performed their roles and responsibilities in accordance with Audit Committee Charter and as delegated by the Board of Directors.

In addition, the Audit Committee received a report from Management regarding a loss from invoice payment by wire transfer. The Audit Committee closely monitored the investigation and reviewed steps to strengthen the control activities to ensure such steps have been implemented and are effective.

In summary, the Audit Committee has completed its duties according to the Audit Committee Charter and opined that the company has operated business with transparency and good corporate governance. The company performed duties to achieve the Company's objectives and goals by operating business with adequate internal control and risk management system and complied with all laws and regulations.

On behalf of the Audit Committee



Mr. Pliu Mangkornkanok
Chairman of the Audit Committee

Nomination, Remuneration and Corporate Governance Committee Report

To the Shareholders

The Nomination, Remuneration and Corporate Governance (NRCG) Committee is comprised of 4 directors: Mr. Robert Stair Guthrie (independent director) as the Chairman, Mr. Manoon Siriwan (independent director), Ms. Kheng Ling Lok (non-executive director) and Mr. Timothy Alan Potter (executive director and CEO). The Committee has performed its duties as assigned by the Board of Directors with prudence and independence.

The Board of Directors Meeting No. 1A/2019, held on 10 April 2019, appointed Ms. Kheng Ling Lok to be a member of the NRCG Committee in replacement of Mr. Nicolas Michel Bossut, who rotated to be a member of the Human Resources Committee.

In 2019, the NRCG Committee held 3 meetings on various matters in accordance with the duties mandated by the Board of Directors specified in the NRCG Committee Charter. Below is a summary of key activities undertaken in 2019:

1. The NRCG Committee reviewed the criteria for shareholders to propose qualified candidate(s) for a directorship and to propose agenda items for consideration at the 2020 Annual General Meeting of Shareholders. The criteria have been published on the Company's website.
2. The NRCG Committee considered the Board composition and opined that the Board has an appropriate mix of skills, experience, and expertise such as the knowledge and understanding of refinery business and operations, petroleum business, related technology and engineering, strategy, marketing, finance, corporate governance, etc.
3. The NRCG Committee reviewed director candidates' qualifications and nominated candidates for director positions to fill vacancies resulting from those that had completed their terms or had resigned. Such

nominations were proposed to the Board of Directors for consideration and the Board proposed them to the shareholder's meeting for approval. The NRCG Committee (excluding members with conflict of interests) diligently reviewed the candidates by considering their qualifications, expertise and experience that would make them suitable for the Company's business.

Mr. Timothy Alan Potter and Mr. Pliu Mangkornkanok completed their directorship term in 2019. The NRCG Committee reviewed and considered that Mr. Timothy Alan Potter and Mr. Pliu Mangkornkanok have knowledge, expertise and experience in relation to and that will benefit the Company's business, and they are capable of developing Company strategy and driving the Company to achieve the Company's goals. The NRCG Committee, therefore, recommended re-election of Mr. Timothy Alan Potter and Mr. Pliu Mangkornkanok. They were re-elected to be the Company's directors at the 2019 Annual General Meeting of Shareholders.

4. The NRCG Committee discussed the succession plan of the independent directors and made recommendation to the Board for consideration of having one additional independent director. The NRCG Committee searched the qualified candidates from the director pool of the Thai Institute of Director and also searched from the independent directors of the listed companies, by considering the qualifications, knowledge, expertise and experience, and proposed Ms. Kamonwan Wipulakorn, who is qualified to be an independent director pursuant to the definition specified by the SET and the Company and able to independently raise her opinions in compliance with the relevant rules and regulations, to the Board of Directors for consideration and further propose for the election at the 2019 Annual General Meeting of Shareholders.

On 10 April 2019, the 2019 Annual General Meeting of Shareholders passed the resolution to increase a number of directors from 7 persons to 8 persons and elect Ms. Kamonwan Wipulakorn to be a Company's independent director, effective on 11 April 2019.

5. Mr. Andrew Benjamin Walz submitted a resignation letter resigning as the Company's director and Chairman of the Board of Directors with effect on 14 May 2019. The NRCG Committee reviewed and recommended to elect Mr. Brant Thomas Fish to be the Company's director filling the vacant position. Respectively, the Board of Directors Meeting No. 2/2019 held on 14 May 2019 passed the resolution to elect Mr. Brant Thomas Fish to be the Company's director and Chairman of the Board of Directors with effect from 14 May 2019.
6. The NRCG Committee reviewed and recommended remuneration packages and compensation structures for the Board of Directors and its committees by reviewing the responsibilities and liabilities of the directors of a listed company; reviewing the director remuneration survey results of Thai listed companies; and considering the Company's director remuneration package by benchmarking with other Thai listed companies and companies in the same industry. The NRCG Committee viewed that the director remuneration shall be in form of monthly fee, meeting allowance and no bonuses. The NRCG Committee proposed to maintain the monthly fee and meeting allowance at the same rate as in 2019. The 2019 Annual General Meeting of Shareholders approved the remuneration packages for the Board of Directors and its committees as the NRCG Committee's proposal.

Although many companies set out bonus for the directors, the NRCG Committee considered that the directors should not get the bonus relative to the company's performance. The NRCG Committee has disclosed the compensation that each director received in 2019 in this annual report for transparency.

7. The NRCG Committee monitored and encouraged directors to participate in training and seminars related to director's roles and good corporate governance, to develop knowledge and ability in performing their duties as directors and to support the Company to conduct the business with good corporate governance.
8. The NRCG Committee reviewed the performance of the Board of Directors, individual directors and NRCG Committee through self-assessments.
9. The NRCG Committee reviewed the Corporate Governance assessment result which ranked the Company Excellent (5 stars) for the 3rd consecutive year. The NRCG Committee reviewed and identified opportunities for improvement to meet the best practices.

In the discharge of duties and responsibilities specified in the NRCG Committee Charter, the NRCG Committee is confident that it has performed duties with prudence, transparency, and in the best interests of the Company and shareholders.

On behalf of the Nomination, Remuneration and Corporate Governance Committee



Mr. Robert Stair Guthrie

Chairman of the Nomination, Remuneration
and Corporate Governance Committee

Human Resources Committee Report

To the Shareholders,

The Board of Directors of Star Petroleum Refining Public Company Limited (SPRC) has appointed the Human Resources Committee, which is comprised of two non-executive Directors, who are appointed by the Board, and the CEO. The SPRC Human Resources Manager has been appointed to be the Committee Secretary.

At the start of 2019, the committee members were: Mr. Timothy Alan Potter, CEO as the Chairman, Ms. Kheng Ling Lok (non-executive director), and Mr. Pliu Mangkornkanok (independent director). Ms. Kheng Ling Lok (non-executive director), who resigned as a director, was replaced by Mr. Nicolas Michel Bossut non-executive director and Mrs. Kamonwan Wipulakorn - independent director at the 14th May 2019 board meeting. The Committee will meet as required but will typically meet at least four times a year.

The committee assists the Board in relation to SPRC's human resources strategy, workforce development, and salary & bonus program including approving SPRC's annual remuneration program and aspects of its incentive programs to support SPRC's business objectives of superior performance and long-term growth in shareholder value. Also, the committee reviews the appointment of SPRC's senior leadership positions, succession planning for the senior leadership team, and the SPRC Human Resources Master Plan.

In 2019, the Committee held 5 meetings on various matters in accordance with their duties. Below is a summary of key activities undertaken in 2019:

1. **Remuneration program:** The committee reviewed the management and performance of the Total Remuneration program and annual merit increase. The program is benchmarked against leading Oil & Gas companies in Thailand and other selected markets to ensure that we maintain a competitive remuneration package, to be seen as a leader in Map Ta Phut, and that will attract, retain and motivate a talented workforce. The committee approved a special bonus for our staff to recognize the significant achievements and excellent business performance of SPRC, which were made possible by SPRC family members in 2018.
2. **Human Resources Strategy:** The Committee reviewed the 2018 lookback on People Strategy and action plans and endorsed the Master Plan of 2019 People Strategy to Set the standard in Thailand as the Employer of Choice by 2020 to drive and enhance SPRC pride, Highly-Engaged family, and to be the best place to work. The committee also reviewed SPRC's diversity policy and diversity strategies to ensure that SPRC complied with Human Right direction. The 2019 specific strategic objective were:

- Be an Employer of Choice with highly engagement family members
- Be the Better leader to lead an effective organization
- Enhance Organization capability and people efficiency
- Develop Digitalization on people management
- Strengthen employees' pride and image through sustained corporate social responsibility

3. Succession Planning and talent management program:

The Committee has reviewed the succession planning for senior leadership team members, and an assignment abroad in Chevron Singapore for leadership development opportunities. The Committee also reviewed and endorsed the appointment of a Senior Leadership Position to enhance leadership capabilities and to support continual business growth.

- 4. Effective Organization:** The committee reviewed and endorsed the action plan both of department and companywide that was set to continue to enhance the high engagement of the SPRC family. The committee also reviewed the Event Project Organization that appointed high talent people to enhance their capabilities and further develop for future growth. The committee reviewed and endorsed on "Project Star (SPRC Re-Organization)" that to create an opportunity to high talent and enhance the organization capability.

For the year 2019, the Human Resources Committee is confident that SPRC's strong Culture and Core Values and Human Resources management program will continue to support SPRC's pursuit of Operational Excellence and future growth of SPRC. Our goal is to be the Best Place to work and the Employer of Choice, all of which provides the best benefits for our shareholders.

On behalf of the Human Resources Committee



Mr. Timothy Alan Potter

Chairman of the Human Resources Committee

Sustainable Development and Corporate Social Responsibility

SPRC has continued to develop our sustainability performance program. We are dedicated to conduct our business with good corporate governance and management of economics, social and environmental performance that its principles have been embedded in our business processes. We have been operating its business on good corporate governance, and business conduct policies to ensure that we interact fairly and transparently with all of our stakeholders, manage our business ethically and without corruption, and have respect for human right. We strongly believe that our collaborative and conscientious approach to run the business with consideration will move SPRC steadily forward on the path of sustainable growth alongside our society.



Corporate Social Responsibility (CSR)

SPRC has continued to engagement in CSR after-process activities and recognized the importance of positive community engagement and environmental responsibility. We believe in carrying out our business in a socially responsible and sustainable way and embrace the concepts of corporate social responsibility and sustainable growth. We also embed the Sufficiency Economy in our business aspect as well as in encouraging self-sustaining communities and societies in order to uplift the quality of life for the community as well as to generate steady household income, reduce expenses, and build immunity to cope with the changing circumstances.



SPRC therefore implements its corporate social responsibility under four key areas; Education and Youth, Quality of Life, Environment, and Community Relationships in CSR theme "Do Good Look Great with Nong Star". In 2019, SPRC continued to carry out a wide variety of socially-responsible activities dedicated to improving the quality of life of community and society.



Please see the details in the Sustainability Report 2019, in accordance with Global Reporting Initiative (GRI).



Internal Controls

The Board of Directors and Management are fully aware of and rigorously follow the principles of good corporate governance, good business conduct, high integrity and ethical behavior. Internal controls are designed to achieve the company's objectives following these principles. The Audit Committee (AC) was assigned by the Board of Directors to review and assess the adequacy of the Internal Control System to ensure effective and efficient operations, including adequate accuracy and reliable financial reporting and compliance with applicable laws and regulations. The Company also follows the U.S. Sarbanes-Oxley Act of 2002.

Management and Internal Auditor use the Assessment Form of Sufficiency of Internal Control as a tool to assess the adequacy of the Internal Control System. Internal Auditor reported the result of the assessment at the Audit Committee Meeting No. 4/2019, held on November 4, 2019. The Audit Committee acknowledged and was satisfied with the set-up of Company's Internal Control System. The Audit Committee presented their review and the adequacy of the Company Internal Control System to the Board of Director at the meeting held on November 5, 2019, and the Directors agreed with the adequacy of the Company Internal Control policy and processes.

Basic principles of our Internal Controls are as follows:

1. **Control Environment:** The Board of Directors has assigned the Audit Committee to monitor the company's internal controls. The Audit Committee oversees the effectiveness of the Internal Control System. Management and employees are assigned appropriate levels of authority to ensure effective internal controls are in place to achieve the company's objectives. The following activities are performed to provide the reasonable assurance on control environment.
 - The Board of Directors charter clearly sets out the framework of responsibilities and delegated day-to-day responsibilities and decision-making to Chief Executive Officer (CEO)
 - The Board of Directors approved the Business Conduct Policy and clearly sets forth the Company's expectations of its management, employees, agents and representatives in the manner in which it conducts its business.

- The corporate Compliance Officer (CCO) has the responsibility for activities related to the proper implementation of the Business Conduct.
- Management designed the lines of reporting to enable execution of authorities and responsibilities to effectively manage activities of the Company.
- Management established policies and guidelines to attract, develop and retain competent personnel to support the achievement of objectives.

2. **Risk Assessment:** The Risk Management Policy was established and approved by the Board of Directors. The Risk Management Committee was set up and includes the top level of SPRC management. The Risk Management Committee is responsible for overseeing the risk management program and system, including of the following:

- Conduct an annual risk assessment which covers the 5 main areas of risk: strategic risk, business risk, operational risk, financial risk and trading risk.
- Management is involved in identifying ways to control and/or manage the risks. Action plans have been set up to manage risk.
- The fraud risk assessment was includes assessing possible corruption risk.
- Any change in the external environment, Business Model and Significant Personnel changes were considered as part of risk assessment process.

3. **Internal Control Activities:** Internal control activities are developed to mitigate risks to the achievement of the company's objectives. The Control Activities include

- Policies and procedures to specify work process are established and communicated throughout the company.
- Segregation of duties is one of the critical and effective internal controls designed to provide appropriate checks and balances, and to prevent fraud and error.
- The Manual of Delegated Authorities (MODA) was established and provided the guidance of authorization level to affirms that a transaction is valid.

- The Board of Directors has approved procedures on considering and approval of related-party transactions. All related-party transactions were reported to Audit Committee on quarterly basis.
- Appropriate controls on infrastructure Information technology and security information technology are designed and implemented to support the achievement of company objectives.

4. Information and Communication: The Company has established a communication policy regarding communication in order to keep all key audiences timely and effectively informed on all matters pertinent to key company operations, to give careful consideration to their feedback and opinions, and to comply with all applicable laws and regulations. The activities to obtain the internal control on information and communication are as follows:

- Externally: The Company delivers the meeting agenda and information packages to the Board of Directors in a timely manner at least 7 days in advance to ensure that they have sufficient time to review and make decisions.
- Externally: Investor Relations team was set up to provide appropriate information to external stakeholders. The quarterly performance is communicated via quarterly Analyst meetings and opportunity days arranged by SET.
- Internally: Management keeps employees informed through a variety of means, including Dashboards, E-mail message, Social media postings (Yammer), as well as quarterly staff presentations.
- The Company provides special communication channels to report the potential violation via Email message to CompanySecretary@sprc.co.th, and/or AuditComittee@sprc.co.th, and/or CorporateCompliance@sprc.co.th

5. Monitoring Activities: The Company has an appropriate monitoring system to ensure that internal controls continue to operate effectively on the following:

- The Company has an independent internal audit function to monitor Internal Control System.
- An annual internal audit program is developed based on assessment of quality of control of business process. An annual internal audit plan is reviewed and approved by the Audit Committee.

- Audit findings, recommendations and corrective actions are identified and tracked to ensure completion in a timely manner and communicated to those parties responsible and management.

In year 2019, our internal audit work was carried out in accordance with the internal audit plan approved by management and the Audit Committee. We have reviewed the control policies and procedures of nine business processes. The Internal Auditor did not find any significant weakness in the internal controls or any issues related to conflict of interest or fraudulent activities. The implementation of recommendations has been performed within timely manner.

Related Party Transactions

In 2019, the major shareholder is Chevron at 60.56%. The Company works with its major shareholder to both buy feedstocks and to sell products. The Company has been able to leverage off of the global capability and expertise of Chevron for sourcing our feedstock, primarily crude oil, to ensure that we have access to a wide variety of crudes at competitive prices. The Company also has several service contracts with Chevron to utilize and take advantage of their global business, technological and operational expertise.

Justification for Related Party Transactions

All related party transactions are carefully considered to ensure that the terms are appropriate, and payments made in accordance with the policies and procedures. Internal Auditor performs a review and obtains appropriate evidence of related party transactions and reports to the Audit Committee on quarterly basis. The Audit Committee reviewed the terms of all relevant related party transactions and is satisfied that the transactions have been entered into in the ordinary and usual course of business, on normal commercial terms, and on the arm's length basis, or on terms that would have been similar to the transactions entered into with other non-related party transactions and is for the best benefits of the Company.

Approval for Future Related Party Transactions

The Board of Directors approves Related Party Transactions (RPT) that are above the authority delegated to the Chief Executive Officer (CEO). The Audit Committee reviews the future RPT to ensure the transactions are fair and reasonable, on normal commercial terms and usual course of business. The Audit Committee endorses the future RPT to the Board of Directors for approval.

In a meeting of the Board of Directors, if any director has a conflict of interest in the matter being considered, that director shall not take part in the consideration and decision regarding that matter, by refraining from participating in that portion of the meeting and voting, in order to ensure fairness and transparency in the decision of the Board of Directors and to protect the best interests of all shareholders.

The Board of Directors delegated the authority to the Chief Executive Officer (CEO) to execute related party transactions in the name of the Company, with a limit of not exceeding Baht 10 million, and/or for related party transactions with regard to the current and future purchase, sale, and exchange of crude oil, raw materials, intermediate products, and finished products, with a term not exceeding 12 months (regardless of the amount of those transactions). The Board of Directors has delegated authority to the Deputy CEO - Operation for managing the Product Supply Agreement and all other transactions with Chevron Thailand Limited (CTL). All RPT transactions are reported to the Audit Committee on quarterly basis.

All financial figures presented in the below tables cover Chevron and its affiliates for three years 2019, 2018 and 2017.

1. Revenue – Sale of Products

No.	Connected Party / Relationship	Natural of Transactions	Amount (US\$ Million)			Account Receivable
			2019	2018	2017	2019
1	<p>Chevron Thailand Limited (CTL): Affiliate of Chevron which directly or indirectly hold 100% of shares</p> <p>(Mr. Andrew Benjamin Walz, Chairman of the Board of Directors (1 Jan 2019 - 13 May 2019) and Mr. Brant Thomas Fish, Chairman of the Board of Directors (starting date 14 May 2019) is an executive of CTL. As the President of International Products, Asia Pacific, Chevron International Pte., Ltd., he has management oversight of CTL.)</p> <p>(Mr. Timothy A Potter, Director and CEO, his spouse is a Chevron employee and employed by CTL. She holds the position of General Manager of CTL (starting date 1 December 2019)</p>	<p>Sales of Products (Purchase and Sale Agreement)</p> <p>Purchase, Sale and Storage Products Agreement (Fixed Reserve)</p>	2,906.6	3,284.7	2,691.7	108.4
2	<p>Chevron U.S.A. Inc. (Singapore Branch): Affiliate of Chevron which directly or indirectly hold 100% of shares</p> <p>(Ms. Kheng Ling Lok, Director is an executive of Chevron U.S.A.Inc. (Singapore Branch) As the General Manager, Crude Supply and Trading, Asia Pacific, Chevron U.S.A. Inc. (Singapore Branch), she has management oversight of Chevron U.S.A. Inc. (Singapore Branch)</p>	Sales of Product (Purchase and Sale Agreement)	13.4	85.1	106.3	0.9
3	<p>Chevron Singapore Pte Ltd.: Affiliate of Chevron which directly or indirectly hold 100% of shares</p>	Sales of Products (Purchase and Sale Agreement)	0.0	2.1	80.9	0.0

2. Payment – Purchase of Crude and Feedstock

No.	Connected Party / Relationship	Natural of Transactions	Amount (US\$ Million)			Account Payable
			2019	2018	2017	2019
1	Chevron U.S.A. Inc. (Singapore Branch): Affiliate of Chevron which directly or indirectly hold 100% of shares. (Ms. Kheng Ling Lok, Director is an executive of Chevron U.S.A.Inc. (Singapore Branch) As the General Manager, Crude Supply and Trading, Asia Pacific, Chevron U.S.A. Inc. (Singapore Branch), she has management oversight of Chevron U.S.A. Inc. (Singapore Branch)	Purchase of Crude and Feedstock (Feedstock Supply Agreement) Purchase of High Speed Diesel Fuel Purchase of Mogas Base Fuel 95	1,972.3 83.2 130.6	2,623.5 0.0 0.0	2,234.5 19.3 28.3	215.7
2	Chevron Singapore Pte Ltd.: Affiliate of Chevron which directly or indirectly hold 100% of shares	Purchase of LSWR (Feedstock Supply Agreement) Profit / Loss Sharing on IMO Fuel Oil - Sale HSFO	19.7 0.4	127.7 0.0	55.0 0.0	0.1
3	Chevron Block B8/32 (Thailand) Ltd.: Affiliate of Chevron which directly or indirectly hold 100% of shares	Purchase of Crude and Feedstock (Feedstock Supply Agreement)	3.7	10.6	10.4	0.7
4	Chevron Offshore (Thailand) Ltd.: Affiliate of Chevron which directly or indirectly hold 100% of shares	Purchase of Crude and Feedstock (Feedstock Supply Agreement)	25.6	82.6	88.2	4.0
5	Chevron (Thailand) Exploration and Production Ltd.: Affiliate of Chevron which directly or indirectly hold 100% of shares	Purchase of Crude and Feedstock (Feedstock Supply Agreement)	341.2	244.6	216.5	32.7
6	Chevron Asia Pacific Shipping Pte: Affiliate of Chevron which directly or indirectly hold 100% of shares	Purchase of Crude and Feedstock (Feedstock Supply Agreement)	21.7	10.9	18.6	3.8
7	Chevron Pattani Ltd.: Affiliate of Chevron which directly or indirectly hold 100% of shares	Purchase of Crude and Feedstock (Feedstock Supply Agreement)	4.4	16.9	13.1	1.2

No.	Connected Party / Relationship	Natural of Transactions	Amount (US\$ Million)			Account Payable
			2019	2018	2017	2019
8	Chevron Thailand Limited (CTL): Affiliate of Chevron which directly or indirectly hold 100% of shares (Mr. Andrew Benjamin Walz, Chairman of the Board of Directors (1 Jan 2019 – 13 May 2019) and Mr. Brant Thomas Fish, Chairman of the Board of Directors (starting date 14 May 2019) is an executive of CTL. As the President of International Products, Asia Pacific, Chevron International Pte., Ltd., he has management oversight of CTL.) (Mr. Timothy A Potter, Director and CEO, his spouse is a Chevron employee and employed by CTL. She holds the position of General Manager of CTL (starting date 1 December 2019))	Purchase of Lube Oil (Purchase Order)	0.1	0.1	0.1	0.0
9	Advanced Refining Technology (ART): Joint Venture 50/50 between Chevron Products Company and Grace Company.	Purchase of DHTU Catalyst and HVGO Catalyst	1.1	0.0	0.0	0.0

3. Payment – Technical Services and Other Services

No.	Connected Party / Relationship	Natural of Transactions	Amount (US\$ Million)			Account Payable
			2019	2018	2017	2019
1	Chevron Asia Pacific Shipping Pte: Affiliate of Chevron which directly or indirectly hold 100% of shares	Marine Services Transportation Agreement	0.6	0.7	0.7	
2	Chevron Oversea Services Corporation (COSC): Affiliate of Chevron which directly or indirectly hold 100% of shares	Technical Service Agreement	1.1	1.2	1.1	0.3
		Technical Service License Agreement	1.5	1.6	1.6	
		Secondment Agreement Personnel	1.6	1.5	1.4	

4. Non-Payment Services

No.	Connected Party / Relationship	Natural of Transactions	Amount (US\$ Million)		
			2019	2018	2017
1	Chevron Research and Technology Company: Affiliate of Chevron which directly or indirectly hold 100% of shares	HVGO License Agreement	0.0	0.0	0.0
2	Chevron Lummus Global LLC: Affiliate of Chevron which directly or indirectly hold 50% of shares	DHTU License Agreement	0.0	0.0	0.0
3	Caltex Service Corporation: Affiliate of Chevron which directly or indirectly hold 100% of shares	VDU License Agreement	0.0	0.0	0.0
4	Chevron South Asia Holding Pte Ltd.: Affiliate of Chevron which directly or indirectly hold 100% of shares	Support Agreement	0.0	0.0	0.0
5	Chevron Overseas Service Corporation: Affiliate of Chevron which directly or indirectly hold 100% of shares	Memorandum Of Understanding - Procedures for a coordinated response to incidents	0.0	0.0	0.0

Management's Discussion and Analysis of Financial Condition and Results of Operations

Results

	(US\$ Million)				(Baht Million)		
	2019	2018	+/(−)		2019	2018	+/(−)
Total Revenue	5,392	6,439	(1,047)		168,840	209,159	(40,320)
EBITDA	(39)	177	(216)		(1,082)	5,591	(6,672)
EBIT	(121)	93	(214)		(3,647)	2,854	(6,501)
Exchange gain	39	24	15		1,225	793	432
Net income (Loss)	(94)	74	(168)		(2,809)	2,263	(5,072)
Net income (Loss) (US\$/Baht per share)	(0.02)	0.02	0.00		(0.65)	0.52	(1.17)
Accounting refining margin (US\$ per barrel) ⁽¹⁾	4.12	4.73	(0.61)		4.12	4.73	(0.61)
Market gross refining margin (US\$ per barrel) ⁽²⁾	3.39	5.67	(2.28)		3.39	5.67	(2.28)

⁽¹⁾ margin includes inventory gain/loss based on weighted average inventory cost and loss from write down of inventory to net realizable value at the end of period

⁽²⁾ margin is calculated based on current replacement cost

Total crude intake in 2019 was 134 thousand barrels per day which decreased from 160 thousand barrels per day in 2018 or 16% decrease, impacted from the reduction in refinery unit's throughput to optimize the refinery run during low refining margin in the market, end of run condition of some process units and planned refinery turnaround in Q4/19. This caused sale revenue in 2019 to drop 19% from 2018 which also due to the lower refinery product price. SPRC had negative EBITDA and net income in 2019 which were impacted from low throughput, low accounting refining margin, despite a slight stock gain, weak market refining margin and planned turnaround expenses. Excluding stock gain, market gross refining margin in 2019 was low at US\$3.39/bbl comparing to US\$5.67/bbl in 2018 impacted from product crack spread declined due to sluggish demand. Baht to US\$ remained strong and continued appreciation which resulted to higher exchange gain in 2019 and favorable to 2019 performance.

In 2019, crude prices were volatile with Dubai crude price moving between US\$59.08/bbl and US\$70.95/bbl, with an average of US\$63.52/bbl, which was lower than 2018 average of US\$69.65/bbl as a result from U.S. attempts to drive Iranian oil exports down to zero come against the backdrop of a global market, OPEC supply cuts and Middle East tensions outweighed the U.S.-China trade dispute that has been dragging on the global economy and oil demand. Moreover, the attack on top oil exporter Saudi Arabia's oil facilities also threatens global oil supplies. Average Dubai price for Q4/19 was US\$62.08/bbl as concern on cost of freight rates to ship U.S. crude to Asia, a possible delay in resolving the U.S.-China trade war and sharply rose in global oil inventories despite OPEC and its allies deepening their output cuts and slowing U.S. production growth.

Petroleum product prices also moved, following crude prices. The average gasoline crack in 2019 was US\$8.99/bbl which was lower than 2018 average of US\$10.5/bbl. Gasoline market in this year was volatile as high supplies across regions of Asia, U.S. and Europe in Q1/19 and increased in Q2/19 due to peak Asian refinery turnarounds. Gasoline crack was higher in October and November as supply tightened slightly owing to heavy refinery turnarounds and unplanned outages, more demand from India and Indonesia. Significant inventory drawdowns in North America, and ARA and Singapore inventories which are below the five-year-average. However, in December market still under pressure for rising inventories due to the start-up of new refining capacities from Rongsheng in China and Hengyi in Brunei.

Naphtha crack over Dubai in 2019 was minus US\$5.37/bbl. This was decreased from 2018 as affected by the volatile gasoline market, which kept the regional naphtha market under pressure.

Jet and Diesel crack spreads over Dubai was relatively weaker than 2018, averaged at US\$13.72/bbl and US\$13.71/bbl, respectively. Middle distillate cracks were pressure on weak demand growth stemming from the region's protracted trade dispute with the United States, a surge of exports out of India and China.

Fuel oil spread over Dubai in 2019 was lower than 2018, averaged at minus US\$4.91/bbl. The weaker Fuel oil market was mainly due to concern on the IMO 2020 deadline, the transition into the low sulfur world was in full swing.

Analysis of financial position

	(US\$ Million)			(Baht Million)		
	2019	2018	+/(−)	2019	2018	+/(−)
Total Assets	1,790	1,687	103	54,294	55,011	(717)
Total Liabilities	719	505	214	21,818	16,482	5,336
Total Shareholders' Equity	1,071	1,182	(111)	32,476	38,529	(6,052)

Assets

Total assets as of 31 Dec 2019 increased by US\$103 million (but decreased Baht 717 million due to the translation of US\$ to Baht at period end FX) from 31 Dec 2018.

Total current assets increased US\$59 million (Baht 3 million) mainly due to an increase in inventory of US\$196 million (Baht 5,036 million) from increase in both inventory volume, to support refinery run after start-up from the turnaround, and inventory price and an increase in VAT receivables of US\$11 million (Baht 321 million) but partly offset by a decrease in trade and other account receivables of US\$148 million (Baht 5,349 million) due to lower sale volume in Dec 19.

Non-current assets increased US\$44 million (but decreased Baht 719 million due to FX translation) mainly due to an increase in deferred tax asset of US\$30 million (Baht 910 million) from 2019 operating loss carryforward, an increase in prepaid income tax of US\$7 million (Baht 173 million) from 1H19 income tax paid which will be refunded from the government, and an increase in other non-current assets of US\$8 million (Baht 231 million) from prepaid expenses. Capital investment in 2019 of US\$81 million, which include investment in refinery reliability and efficiency project, was offset by depreciation expenses in 2019.

Liabilities

Total liabilities as of 31 Dec 19 increased US\$214 million (Baht 5,336 million) from 31 Dec 2018. The increase is mainly from an increase in S-T borrowing of US\$225 million (Baht 6,819 million) to support movement in working capital and turnaround spending and an increase in trade and other account payables of US\$75 million (Baht 1,441 million) from crude purchase for refinery start up in Dec 19 and higher crude price.

The increase was partially offset by a decrease in excise tax payable of US\$75 million (Baht 2,520 million) due to the change in excise tax regulation on the payment date of excise tax and fund and a decrease in deferred tax liabilities of US\$14 million (Baht 449 million). Due to 2019 operating loss carry forward, deferred tax was presented net in deferred tax asset.

Shareholders' Equity

Shareholders' equity as of 31 Dec 2019 decreased US\$111 million (Baht 6,052 million) from 31 Dec 2018 resulted from the net loss in 2019 and dividend payment for 1H/19 profit.

Cash flow Statement

	(US\$ Million)		(Baht Million)	
	2019	2018	2019	2018
Net cash generated from operating activities	(123)	204	(3,726)	6,483
Net cash used in investing activities	(83)	(25)	(2,599)	(804)
Net cash used in financing activities	205	(243)	6,207	(7,811)
Net increase (decrease) in cash and cash equivalents	(2)	(64)	(118)	(2,132)
Cash and cash equivalents at the beginning of the period	2	66	74	2,171
Adjustments from foreign exchange translation	0	1	64	35
Cash and cash equivalents at the end of the period	1	2	20	74

SPRC cash and cash equivalents slightly decreased from US\$2 million (Baht 74 million) at 31 Dec 2018 to US\$1 million (Baht 20 million) at 31 Dec 2019.

Net cash used in operating activities was US\$123 million (Baht 3,726 million) primarily due to 1) 2019 net loss of US\$94 million (Baht 2,809 million) and non-cash items of US\$19 million (Baht 596 million) and 2) cash used in operating assets of US\$9 million (Baht 289 million) mainly from an increase in inventory US\$135 million (Baht 4,217 million) from higher inventory volume and an increase in other assets of US\$20 million (Baht 627 million) but offset by a decrease in trade receivables of US\$146 million (Baht 4,556 million) due to lower sale volumes.

Net cash used in investing activities of US\$83 million (Baht 2,599 million), primarily on projects spending to increase refinery capacity, reliability, and efficiency.

Net cash provided from financing activities of US\$205 million (Baht 6,207 million) from short term borrowing of US\$222 million (Baht 6,728 million) primarily to support working capital and major turnaround spending but partially offset by dividend payment for 1H/19 net income of US\$17 million (Baht 521 million).

Financial Ratios

		Year Ended December 31		
		2019	2018	2017
Current Ratio	(Time)	1.2	1.6	1.7
Net Profit Margin ⁽¹⁾	(%)	(1.7)	1.1	5.2
Return on Equity	(%)	(8.3)	6.0	21.4
Return on Total Assets	(%)	(5.4)	4.2	15.0
Net Debt to Equity ratio	(Time)	0.7	0.4	0.4
Interest Coverage ratio ⁽²⁾	(Time)	(81.5)	60.1	119.9
Dividend Payout Ratio ⁽³⁾	(%)	50.0*	104.0	60.0

⁽¹⁾ Total revenue excluded gain from non-operating income such as gain from exchange rate

⁽²⁾ Earnings before interest and taxes (EBIT) / Interest expenses

⁽³⁾ Dividend payout ratio based on the performance of period of dividend declaration

* In 2019 calculated from 1H net profit

Analysis of Financial Ratios

Liquidity Ratio

In the past 3 years, the average current ratio was over one as a result of current assets being higher than current liabilities. As of 31 December, 2019 current ratio decreased with prior year. Both current assets and current liabilities increased but current assets increased in a lesser extent than liabilities. Increase in current assets was due to an increase in inventory of US\$196 million (Baht 5,036 million) and an increase in VAT receivables of US\$11 million (Baht 321 million) but partially offset by a decrease in trade and other account receivables of US\$148 million (Baht 5,349 million). While there was a higher increase in current liabilities from an increase in short term borrowing of US\$225 million (Baht 6,819 million) and an increase in trade and other account payables of US\$75 million (Baht 1,441 million), but partially offset by a decrease in excise tax payable of US\$75 million (Baht 2,520 million).

Profitability and Efficiency Ratio

Net profit margin, return on equity and return on total assets were all negative in 2019 mainly from weak product crack spread and a decrease in global oil price in 2019 together with a reduction in refinery unit's throughput from planned major turnaround of all process units in Nov-Dec. Profitability in 2019 was also negatively impacted from the expenses relating to major turnaround.

Leverage Ratio

The debt to equity ratio were equivalent at 0.4 in the past 2 years (2017 - 2018) and increased to 0.7 in 2019. Debt increased in 2019 due to an increase of in short term borrowing, to support the increase in working capital and expenditure relating to the turnaround, and an increase in trade and other account payables from higher purchase of crude oil, partially offset by a decrease in excise tax payable from the change in the payment date of excise tax & fund. Equity decreased from 2018 due to net loss in 2019.

In 2019, the interest coverage ratio decreased from previous years and was negative due to negative EBIT while financing costs increased in 2019 due to higher borrowings.

Report of The Board of Directors' Responsibilities for Financial Reports

The Board of Directors of SPRC is responsible for the fair presentation and integrity of the financial statements which comprise the Statement of Financial Position as at 31 December 2019, and the related Statement of Comprehensive Income, Statements of Changes in Shareholders' Equity, and Statement of Cash Flows. The financial statements have been prepared in accordance with Thai Financial Reporting Standards under the Accounting Act B.E. 2543, being those Thai Financial Reporting Standards issued under the Accounting Profession Act B.E. 2547, and the financial reporting requirements of the Securities and Exchange Commission under the Security and Exchange Act B.E. 2535.

The Board has reviewed the effective internal control system over the accounts, financial statements and reports of SPRC and is of the opinion that the system has been designed to provide reasonable assurance that assets are safeguarded; transactions have been recorded fairly and accurately in the accounting records in accordance with the established procedures and accounting policies; that fraud is prevented and would be detected. There is no other material gain or loss contingencies, claims or assessments, violation or possible violation of laws or regulations required to be accrued or disclosed.

The Company's external auditor has audited and provided an opinion on the Company's financial statements. Their audit was made in accordance with Thai Financial Reporting Standards.

The Audit Committee of the Board of Directors meets quarterly with the internal and external auditors to discuss the Company's internal controls, auditing and financial reporting matters. The Board has been provided reasonable assurance that the financial statements of SPRC have been prepared in accordance with the generally accepted accounting principles.



Mr. Brant Thomas Fish

Chairman of the Board

Star Petroleum Refining Public Company Limited

Independent Auditor's Report

To the Shareholders and the Board of Directors of Star Petroleum Refining Public Company Limited

My opinion

In my opinion, the financial statements of Star Petroleum Refining Public Company Limited ("the Company") present fairly, in all material respects, the financial position of the Company as at 31 December 2019, and its financial performance and its cash flows for the year then ended in accordance with Thai Financial Reporting Standards (TFRSs).

What I have audited

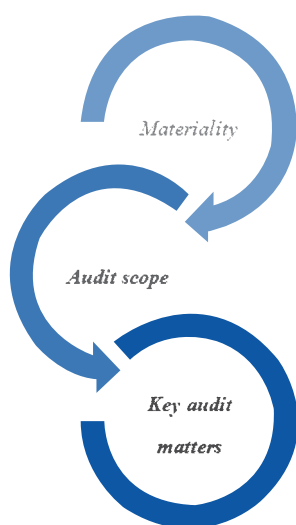
The Company's financial statements comprise:

- the statement of financial position as at 31 December 2019;
- the statement of comprehensive income for the year then ended;
- the statement of changes in equity for the year then ended;
- the statement of cash flows for the year then ended; and
- the notes to the financial statements, which include a summary of significant accounting policies.

Basis for opinion

I conducted my audit in accordance with Thai Standards on Auditing (TSAs). My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my report. I am independent of the Company in accordance with the Federation of Accounting Professions under the Royal Patronage of his Majesty the King's Code of Ethics for Professional Accountants together with the ethical requirements that are relevant to my audit of the financial statements, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

My audit approach – overview



Materiality

The overall materiality: USD 8.9 million which represents 5% of Company's three-year average profit before tax.

The overall materiality is determined from profit before tax in USD which is the Company's functional currency as described in the accounting policy in Note 2.3 (a).

Audit scope

I conducted a full scope audit work of the Company which is engaged in the operation of a petroleum refinery in Thailand.

Key audit matters

I identified revenue recognition as key audit matter.

Materiality

The scope of my audit was influenced by my application of materiality. An audit is designed to obtain reasonable assurance whether the financial statements are free from material misstatement. Misstatements may arise due to fraud or error. They are considered material if individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

Based on my professional judgement, I determined certain quantitative thresholds for overall materiality for the financial statements as set out in the table below. These, together with qualitative considerations, helped me to determine the scope of my audit and the nature, timing and extent of my audit procedures and to evaluate the effect of misstatements, both individually and in aggregate on the financial statements as a whole.

Overall materiality	USD 8.9 million (2018: USD 12.0 million)
How I determined it	5% of three-year average profit before tax (2018: 5% of three-year average profit before tax)
Rationale for the materiality benchmark applied	I chose average profit before tax as the critical measure because, in my view, it is the measure against which the performance of the Company is most commonly assessed. The 5% benchmark is a generally accepted auditing practice and there were no significant unusual elements that merited adjustments to this benchmark.

I agreed with the audit committee that I would report to them misstatements identified during my audit.

How I tailored my audit scope

I tailored the scope of my audit in order to perform sufficient work to enable me to provide an opinion on the financial statements, taking into account the structure of the Company, the accounting processes and controls, and the industry in which the Company operates.

Key audit matters

Key audit matters are those matters that, in my professional judgment, were of most significance in my audit of the financial statements of the current period. I identified the revenue recognition as the key audit matters and addressed these matters in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Key audit matter	How my audit addressed the key audit matter
<p>Revenue recognition</p> <p>In 2019, the Company recognised USD 5,391.7 million in revenue under purchase and sale agreement and amendment to agreement as described in Note 22 and short-term product sale agreements, most was generated under the purchase and sale agreement with two customers.</p> <p>From 1 January 2019, the Company has adopted the new financial reporting standards: revenue from contract with customers and reassessed the revenue recognition to be aligned with the requirements of the standard, which mainly deal with the transaction price, variable consideration, revenue recognition when control of products is passed to customer, and the presentation of revenue. The revenue is determined based on the contractual price and volume of petroleum products delivered. The sale price is calculated based on market price with premium or discount adjusted by a number of factors following the individual agreement for each product. The volume sold is measured using the metre at the refinery when the petroleum products are delivered to customers via pipeline, truck, or vessel.</p> <p>I identified the accuracy of the revenue as an area of focus for my audit work because the amount is material and to ensure that the Company complied with the requirements in the new standard. Because the various factors applied to the selling prices per agreements, this required a detailed understanding of the contractual arrangements to ensure that the terms of agreements were correctly applied to determine the amount of revenue, and the source data for the price factors and price adjustment used in the invoice and volumes measured were complete and accurate.</p>	<p>I made understanding the process of first-time implementation of the new financial reporting standards: Revenue from contract with customers.</p> <p>I tested the design and operating effectiveness of key controls for the recognition of revenue, particularly focussing on controls over the invoicing process. I determined that the testing of these controls provided me with audit evidence that revenue had been recorded appropriately and in the correct period, and the amounts billed to customers were accurate.</p> <p>I sample tested the revenue recognised against amounts invoiced to customers and the subsequent cash receipts from those customers. I obtained and read the purchase and sale agreement including amendment to agreement and checked it against customer invoices to ensure that the price factors and adjustment were applied in the invoices accurately and completely. This includes assessment for the appropriateness of the revenue recognition in accordance with the new financial reporting standards.</p> <p>I also selected a sample of shipment documents before and after year end to test to the revenue recorded to ensure that the revenue is recognised in the correct period.</p> <p>In addition, I sent debtor confirmations to the customers to confirm the amount due to the Company at the end of the year.</p> <p>I found no material issues arising from my work.</p>

Other information

The directors are responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and my auditor's report thereon. The annual report is expected to be made available to me after the date of this auditor's report.

My opinion on the financial statements does not cover the other information and I will not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

When I read the annual report, if I conclude that there is a material misstatement therein, I am required to communicate the matter to the audit committee.

Responsibilities of the directors for the financial statements

The directors are responsible for the preparation and fair presentation of the financial statements in accordance with TFRSs, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The audit committee assists the directors in discharging their responsibility for overseeing the Company's financial reporting process.

Auditor's responsibilities for the audit of the financial statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with TSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with TSAs, I exercise professional judgment and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the audit committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide the audit committee with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with the audit committee, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

PricewaterhouseCoopers ABAS Ltd.



Pongthavee Ratanakoses

Certified Public Accountant (Thailand) No. 7795

Bangkok

21 February 2020

Star Petroleum Refining Public Company Limited

Statement of Financial Position

As at 31 December 2019

		Unit: US Dollar		Unit: Baht	
		31 December	31 December	31 December	31 December
	Notes	2019	2018	2019	2018
Assets					
Current assets					
Cash and cash equivalents	7	665,301	2,265,001	20,179,037	73,872,173
Trade and other receivables	8	237,118,271	384,994,819	7,191,503,094	12,540,564,155
Value added tax receivables		10,595,098	-	321,363,100	-
Inventories	9	588,715,039	393,073,740	17,856,492,476	12,820,021,400
Other current assets		4,440,036	2,682,573	134,501,883	86,972,665
Total current assets		841,533,745	783,016,133	25,524,039,590	25,521,430,393
Non-current assets					
Prepaid income tax		26,211,303	19,062,691	795,022,896	621,725,844
Property, plant and equipment	10	879,814,400	879,910,537	26,685,914,509	28,698,106,196
Intangible assets	11	4,089,588	4,430,323	124,042,510	144,494,097
Deferred tax assets	14	29,990,562	-	909,652,721	-
Other non-current assets		8,420,627	762,887	255,408,564	24,881,413
Total non-current assets		948,526,480	904,166,438	28,770,041,200	29,489,207,550
Total assets		1,790,060,225	1,687,182,571	54,294,080,790	55,010,637,943

Director



(Mr. Nicolas Michel Bossut)

Director



(Mr. Timothy Alan Potter)

The notes to the financial statements are an integral part of these financial statements.

Star Petroleum Refining Public Company Limited

Statement of Financial Position

As at 31 December 2019

		Unit: US Dollar		Unit: Baht	
		31 December 2019	31 December 2018	31 December 2019	31 December 2018
Notes					
Liabilities and equity					
Current liabilities					
Short-term borrowings from financial institutions	12	224,813,821	-	6,818,895,460	-
Trade and other payables	13	447,280,127	371,781,683	13,566,587,722	12,125,585,227
Excise tax payable		30,290,891	105,439,904	918,762,095	3,438,901,369
Value added tax payable		-	4,031,429	-	131,484,242
Other current liabilities		985,000	253,617	29,876,332	8,271,678
Total current liabilities		703,369,839	481,506,633	21,334,121,609	15,704,242,516
Non-current liabilities					
Deferred tax liabilities	14	-	13,781,497	-	449,480,756
Employee benefit obligations	15	15,954,728	10,068,804	483,927,639	328,392,022
Total non-current liabilities		15,954,728	23,850,301	483,927,639	777,872,778
Total liabilities		719,324,567	505,356,934	21,818,049,248	16,482,115,294
Equity					
Share capital					
Authorised share capital	16				
Ordinary shares					
4,335,902,125 shares at par value of Baht 6.92 each		864,713,808	864,713,808	30,004,442,705	30,004,442,705
Issued and paid-up share capital					
Ordinary shares					
4,335,902,125 shares paid-up at Baht 6.92 each		864,713,808	864,713,808	30,004,442,705	30,004,442,705
Premium on share capital		31,917,416	31,917,416	977,711,111	977,711,111
Retained earnings					
Appropriated - legal reserve	17	87,865,911	87,865,911	3,000,444,271	3,000,444,271
Unappropriated		86,238,523	197,328,502	6,167,351,929	9,510,511,694
Other components of equity		-	-	(7,673,918,474)	(4,964,587,132)
Total equity		1,070,735,658	1,181,825,637	32,476,031,542	38,528,522,649
Total liabilities and equity		1,790,060,225	1,687,182,571	54,294,080,790	55,010,637,943

The notes to the financial statements are an integral part of these financial statements.

Star Petroleum Refining Public Company Limited

Statement of Comprehensive Income

For the year ended 31 December 2019

	Notes	Unit: US Dollar		Unit: Baht	
		31 December 2019	31 December 2018	31 December 2019	31 December 2018
Sales	6	5,384,490,143	6,406,324,650	168,611,492,097	208,106,715,436
Liquefied Petroleum Gas and fuel subsidies		7,257,368	32,240,435	228,226,957	1,052,593,070
Total revenue		5,391,747,511	6,438,565,085	168,839,719,054	209,159,308,506
Cost of sales	19	(5,498,358,742)	(6,342,332,927)	(172,051,149,614)	(206,187,534,545)
Gross (loss) profit		(106,611,231)	96,232,158	(3,211,430,560)	2,971,773,961
Other income		1,143,990	2,608,662	35,826,322	84,284,282
Gain on exchange rate		39,059,842	24,479,407	1,225,400,395	793,315,251
(Loss) profit before expenses		(66,407,399)	123,320,227	(1,950,203,843)	3,849,373,494
Administrative expenses	19	(54,732,416)	(29,202,726)	(1,689,774,296)	(946,711,802)
Other expenses		(231,823)	(1,516,293)	(7,270,520)	(48,851,670)
Finance costs		(1,489,282)	(1,540,354)	(46,068,322)	(49,954,062)
(Loss) profit before income tax		(122,860,920)	91,060,854	(3,693,316,981)	2,803,855,960
Income tax	20	28,983,584	(17,436,213)	884,613,250	(540,601,791)
(Loss) profit for the year		(93,877,336)	73,624,641	(2,808,703,731)	2,263,254,169
Other comprehensive income:					
<i>Items that will not be reclassified subsequently to profit or loss</i>					
Currency translation differences		-	-	(2,709,331,342)	(314,364,075)
Remeasurement of employee benefit obligations, net of tax		(419,720)	-	(13,280,599)	-
Other comprehensive income for the year		(419,720)	-	(2,722,611,941)	(314,364,075)
Total comprehensive income for the year		(94,297,056)	73,624,641	(5,531,315,672)	1,948,890,094
(Loss) earnings per share	21				
Basic (loss) earnings per share		(0.02)	0.02	(0.65)	0.52

The notes to the financial statements are an integral part of these financial statements.

Star Petroleum Refining Public Company Limited

Statement of Changes in Equity

For the year ended 31 December 2019

Note	Unit: US Dollar				
	Issued and paid-up share capital	Premium on share capital	Retained earnings		Total equity
			Appropriated legal reserve	Unappropriated	
Beginning balance 1 January 2018	864,713,808	31,917,416	87,865,911	297,642,040	1,282,139,175
Dividends	-	-	-	(173,938,179)	(173,938,179)
Total comprehensive income for the year	-	-	-	73,624,641	73,624,641
Ending balance 31 December 2018	864,713,808	31,917,416	87,865,911	197,328,502	1,181,825,637
Beginning balance 1 January 2019	864,713,808	31,917,416	87,865,911	197,328,502	1,181,825,637
Dividends	-	-	-	(16,792,923)	(16,792,923)
Total comprehensive income for the year	-	-	-	(94,297,056)	(94,297,056)
Ending balance 31 December 2019	864,713,808	31,917,416	87,865,911	86,238,523	1,070,735,658

The notes to the financial statements are an integral part of these financial statements.

Star Petroleum Refining Public Company Limited

Statement of Changes in Equity

For the year ended 31 December 2019

Unit: Baht

Note	Issued and paid-up share capital	Premium on share capital	Appropriated legal reserve	Retained earnings		Other components of equity		Total equity
				Unappropriated	Exchange differences on translation			
Beginning balance 1 January 2018	30,004,442,705	977,711,111	3,000,444,271	12,768,595,291	(4,650,223,057)			42,100,970,321
Dividends	-	-	-	(5,521,337,766)	-			(5,521,337,766)
Total comprehensive income for the year	-	-	-	2,263,254,169	(314,364,075)			1,948,890,094
Ending balance 31 December 2018	30,004,442,705	977,711,111	3,000,444,271	9,510,511,694	(4,964,587,132)			38,528,522,649
Beginning balance 1 January 2019	30,004,442,705	977,711,111	3,000,444,271	9,510,511,694	(4,964,587,132)			38,528,522,649
Dividends	-	-	-	(521,175,435)	-			(521,175,435)
Total comprehensive income for the year	-	-	-	(2,821,984,330)	(2,709,331,342)			(5,531,315,672)
Ending balance 31 December 2019	30,004,442,705	977,711,111	3,000,444,271	6,167,351,929	(7,673,918,474)			32,476,031,542

The notes to the financial statements are an integral part of these financial statements.

Star Petroleum Refining Public Company Limited

Statement of Cash Flows

For the year ended 31 December 2019

	Notes	Unit: US Dollar		Unit: Baht	
		31 December	31 December	31 December	31 December
		2019	2018	2019	2018
Cash flows from operating activities					
(Loss) profit before income tax		(122,860,920)	91,060,854	(3,693,316,981)	2,803,855,960
Adjustments for:					
Finance income		(156,050)	(653,569)	(4,933,461)	(20,966,366)
Finance costs		1,489,282	1,540,354	46,068,322	49,954,062
Depreciation	10, 19	80,653,397	82,656,874	2,518,150,568	2,684,742,868
Amortisation		1,515,597	1,603,386	47,304,322	51,985,454
Loss from disposal and write-off					
of fixed assets and intangible assets		231,823	1,404,682	7,260,080	44,700,603
Gain from foreign exchange rate		(11,007,053)	(7,011,692)	(343,593,955)	(227,830,215)
(Reversal) loss on obsolete materials	9				
and supplies		(83,847)	258,066	(3,195,050)	8,243,813
(Reversal) write down of inventory to					
net realisable value	9	(60,457,055)	62,212,228	(1,907,383,266)	2,047,765,830
Retirement benefit expenses		4,402,362	891,010	138,458,137	28,879,649
Change in operating assets and liabilities					
Trade and other receivables		145,943,913	(8,936,842)	4,555,755,998	(290,383,924)
Inventories		(135,100,397)	(21,886,838)	(4,217,266,979)	(711,166,853)
Other current and non-current assets		(20,117,076)	1,450,584	(627,970,633)	47,133,667
Trade and other payables		76,351,558	64,473,398	2,383,374,976	2,094,927,669
Other current and non-current liabilities		(77,359,952)	10,194,952	(2,414,852,799)	331,263,563
Cash (used in) generated from operations		(116,554,418)	279,257,447	(3,516,140,721)	8,943,105,780
Interest received		156,029	658,481	4,932,807	21,127,718
Interest paid		(1,347,814)	(1,689,870)	(41,777,415)	(54,865,234)
Income tax paid		(5,612,355)	(74,490,280)	(173,277,445)	(2,426,829,221)
Net cash (used in) generated					
 from operating activities		(123,358,558)	203,735,778	(3,726,262,774)	6,482,539,043

The notes to the financial statements are an integral part of these financial statements.

Star Petroleum Refining Public Company Limited

Statement of Cash Flows

For the year ended 31 December 2019

	Note	Unit: US Dollar		Unit: Baht	
		31 December	31 December	31 December	31 December
		2019	2018	2019	2018
Cash flows from investing activities					
Purchases of fixed assets and intangible assets		(83,258,920)	(24,760,347)	(2,598,993,801)	(804,535,493)
Proceeds from disposal of equipment		-	16,745	-	560,281
Net cash used in investing activities		(83,258,920)	(24,743,602)	(2,598,993,801)	(803,975,212)
Cash flows from financing activities					
Net proceeds from short-term borrowings					
from financial institutions		221,910,859	-	6,728,277,179	-
Repayment of long-term borrowings		-	(71,666,667)	-	(2,289,332,732)
Dividends paid to shareholders		(16,984,131)	(171,797,950)	(521,175,435)	(5,521,337,766)
Net cash generated from (used in) financing activities		204,926,728	(243,464,617)	6,207,101,744	(7,810,670,498)
Net decrease in cash and cash equivalents		(1,690,750)	(64,472,441)	(118,154,831)	(2,132,106,667)
Cash and cash equivalents at the beginning of year		2,265,001	66,105,024	73,872,173	2,171,364,539
Adjustment from foreign exchange translation		91,050	632,418	64,461,695	34,614,301
Cash and cash equivalents at the ending of year	7	665,301	2,265,001	20,179,037	73,872,173
Non-cash item					
Acquisitions of fixed assets and intangible assets which have not been paid		2,448,817	3,848,413	74,275,816	125,515,209

The notes to the financial statements are an integral part of these financial statements.

Star Petroleum Refining Public Company Limited

Notes to the Financial Statements

For the year ended 31 December 2019

1 General information

Star Petroleum Refining Public Company Limited ("the Company") is a public limited company which is listed on the Stock Exchange of Thailand and is incorporated and domiciled in Thailand. The address of the Company's registered office is as follows:

No.1, I-3B Road, Tambol Map Ta Phut (Subdistrict), Amphur Muang Rayong (District), Rayong Province 21150.

The Company operates a petroleum refinery in the Rayong Province of Thailand.

These financial statements were authorised for issue by the Board of Directors on 21 February 2020.

2 Accounting policies

The principal accounting policies applied in the preparation of these financial statements are set out below:

2.1 Basis of preparation

The financial statements have been prepared in accordance with Thai Financial Reporting Standards ("TFRS") and the financial reporting requirements issued under the Securities and Exchange Act.

The financial statements have been prepared under the historical cost convention except for certain accounts as disclosed in the accounting policies below.

The preparation of financial statements in conformity with TFRS requires management to use certain critical accounting estimates and to exercise its judgement in applying the Company's accounting policies. The areas involving a higher degree of judgement or complexity, or areas that are more likely to be materially adjusted due to changes in estimates and assumptions are disclosed in Note 4.

An English version of the financial statements has been prepared from the statutory financial statements that are in the Thai language. In the event of a conflict or a difference in interpretation between the two languages, the Thai language statutory financial statements shall prevail.

2.2 New and amended financial reporting standards that are relevant and have significant impacts to the Company

2.2.1 New and amended financial reporting standards that are effective for accounting periods beginning on or after 1 January 2019

(a) Thai Financial Reporting Standard no.15 (TFRS 15), Revenue from contracts with customers

The standard provides principle and approach of revenue recognition under five-step process. The underlying principle is that the Company recognise revenue to depict the transfer of goods or services to customers at an amount that the entity expects to be entitled to in exchange for those goods or services. It replaces the principles of transferring the significant risks and rewards of ownership of the goods or services to the buyer in accordance with TAS 11, Construction contracts, and TAS 18, Revenue and related interpretations.

The Company has adopted TFRS 15 from 1 January 2019 under the modified retrospective approach and the comparative figures have not been restated. The Company did not apply practical expedient relates to completed contracts and contract modifications as allowed by TFRS 15.

The Company recognises revenue from sale of petroleum products and other products when customers have physical possession of products which usually coincides with the title passing to the customers. The Company principally satisfies a performance obligation at a point in time.

The Company recognises revenue from storage service of petroleum products when the service is performed. The Company satisfies a performance obligation over time.

Revenue accounting under TFRS 15 does not generally represent a change from the Company's current practice. Therefore, the Company does not have effect on accounting and disclosures.

- (b) Thai Financial Reporting Interpretation no. 22 (TFRIC 22), Foreign currency transactions and advance consideration

TFRIC 22 clarifies how to determine the date of transaction for the exchange rate to be used on initial recognition of a related asset, expense or income where an entity pays or receives consideration in advance for foreign currency-denominated contracts.

2.2.2 New and amended financial reporting standards that are effective for accounting period beginning on or after 1 January 2020. The Company has not yet adopted those standards.

- (a) Financial instruments

The new financial standards relate to financial instruments are:

TAS 32	Financial instruments: Presentation
TFRS 7	Financial Instruments: Disclosures
TFRS 9	Financial Instruments
TFRIC 16	Hedges of a Net Investment in a Foreign Operation
TFRIC 19	Extinguishing Financial Liabilities with Equity Instruments

These new standards address the classification, measurement, derecognition of financial assets and financial liabilities, impairment of financial assets, hedge accounting, and presentation and disclosure of financial instruments.

The Company's management is currently assessing the impact from initial application of this standard.

- (b) TFRS 16, Leases

TFRS 16, Leases will result in almost all leases being recognised on the balance sheet as the distinction between operating and finance leases is removed. A right-of-use asset and a lease liability will be recognised, with exception on short-term and low-value leases.

The Company's management is currently assessing the impact from initial application of this standard.

- (c) Other new and amended standards

The new and amended financial reporting standards that will have significant impact on the Company are:

TAS 12	Income tax
TAS 19	Employee benefits
TAS 23	Borrowing cost
TFRIC 23	Uncertainty over income tax treatments

Amendment to TAS 12, Income tax - clarified that the income tax consequences of dividends of financial instruments classified as equity should be recognised according to where the past transactions or events that generated distributable profits were recognised.

Amendment to TAS 19, Employee benefits (plan amendment, curtailment or settlement) - clarified accounting for defined benefit plan amendments, curtailments and settlements that the updated assumptions on the date of change are applied to determine current service cost and net interest for the remainder of the reporting period after the plan amendment, curtailment or settlement.

Amendment to TAS 23, Borrowing costs - clarified that if a specific borrowing remains outstanding after the related qualifying asset is ready for its intended use or sale, it becomes part of general borrowings.

TFRIC 23, Uncertainty over income tax treatments - explained how to recognise and measure deferred and current income tax assets and liabilities where there is uncertainty over a tax treatment. In particular, it discusses:

- that the Company should assume a tax authority will examine the uncertain tax treatments and have full knowledge of all related information, i.e. that detection risk should be ignored.
- that the Company should reflect the effect of the uncertainty in its income tax accounting when it is not probable that the tax authorities will accept the treatment.
- that the judgements and estimates made must be reassessed whenever circumstances have changed or there is new information that affects the judgements.

2.3 Foreign currency translation

(a) Functional and presentation currency

Items included in the financial statements are measured using the currency of the primary economic environment in which the entity operates ("the functional currency"). The Company's management has determined that US Dollar is the Company's functional currency. However, the Company is required to present its financial statements in Thai Baht ("the presentation currency") to comply with the regulation of the Department of Business Development, the Company financial statements are presented by translating from US Dollar to Thai Baht using the method described in Note 2.3 (c).

(b) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at period-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the profit or loss.

When a gain or loss on a non-monetary item is recognised in other comprehensive income, any exchange component of that gain or loss is recognised in the other comprehensive income. Conversely, when a gain or loss on a non-monetary item is recognised in profit and loss, any exchange component of that gain or loss is recognised in the profit and loss.

(c) Translation to presentation currency

The results and financial position that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- Assets and liabilities in statement of financial position presented are translated at the closing rate at the date of that statement of financial position;
- Income and expenses in statement of comprehensive income are translated at average exchange rates; and
- All resulting exchange differences are recognised as a separate component of equity.

2.4 Cash and cash equivalents

In the statement of cash flows, cash and cash equivalents comprise cash on hand, deposits held at call with banks, and short-term highly liquid investments with maturities of three months or less from the date of acquisition.

2.5 Trade receivables

Trade receivables are amounts due from customers for goods sold or service performed in the ordinary course of business.

The Company recognized trade receivables initially at the amount of consideration that is unconditionally unless they contain significant financing components, when they are recognised at its present value. The Company presented trade receivables at cost less allowance for doubtful accounts.

2.6 Inventories

Inventories are stated at the lower of cost or net realisable value.

Cost of inventories is determined by the weighted average method. Cost of raw materials comprise all purchase cost and costs directly attributable to the acquisition of the inventory less all attributable discounts. The cost of finished goods and work in progress comprises raw materials costs, direct labour costs, other direct costs and directly attributable costs in bringing the inventories to their present location and condition.

2.7 Property, plant and equipment

All property, plant and equipment are stated at historical cost less accumulated depreciation and impairment losses. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount, only when it is probable that the capitalised cost has future economic benefit. The carrying amount of the replaced part is derecognised.

All other repairs and maintenance are charged to profit or loss when incurred.

Land is not depreciated. Depreciation on plant and equipment is calculated using the straight-line method to allocate their cost over their estimated useful lives, as follows:

Buildings	20 - 50 years
Refinery plant and machinery	5 - 33 years
Furniture, fixtures and equipment	5 - 25 years

The asset's residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

Gains or losses on property, plant, and equipment disposals are determined by comparing the proceeds with the carrying amount and are recognised in profit or loss.

2.8 Intangible asset - Computer software

Acquisition of Computer software

The acquired computer software is stated at cost and amortised over their useful lives, which does not exceed 10 years.

Cost associated with maintaining computer software are recognised as an expense as incurred.

2.9 Impairment of assets

The Company will assess the impairment of assets whenever there are events or changes of impairment indication. An impairment loss is recognised for the amount by which the carrying amount of the assets exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and value in use.

2.10 Leases - where the Company is a lessee

Payments made under operating leases (net of any incentives received from the lessor) are charged to profit or loss on a straight-line basis over the period of the lease.

At the inception of finance lease, the lower of the fair value of the leased property and the present value of the minimum lease payments is capitalised. Each lease payment is allocated between the liability and finance charges to achieve a constant rate on the liabilities balance outstanding. The corresponding rental obligations is presented net of finance charges. Finance cost is charged to profit or loss over the lease period.

2.11 Borrowings

Borrowings are recognised initially at the fair value, net of transaction costs incurred. Borrowings are subsequently stated at amortised cost.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it will be drawn down. The fee is deferred until the drawn down occurs and included in effective interest calculation. However, if it is probable that facility will not be drawn down, that portion of the fee paid is recognised as a prepayment and amortised over the period of related facility.

Borrowings are removed from the statement of financial position when the obligation specified in the contract is discharged, cancelled, or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss as finance costs.

Borrowings are classified as current liabilities unless the Company has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

Borrowing Costs

General and specific borrowing costs directly attributable to the acquisition, construction or production of qualifying assets (assets that take time to get ready for its intended use) are added to the cost of those assets less investment income earned from those specific borrowings. The capitalisation of borrowing costs is ceased when substantially all the activities necessary to prepare the qualifying asset for its intended use or sale are complete.

Other borrowing costs are expensed in the period in which they are incurred.

2.12 Current and deferred income taxes

The tax expense for the period comprises current and deferred tax. Tax is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity.

Current tax

The current income tax is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

Deferred income tax

Deferred income tax is recognised on temporary differences arising from differences between the tax base of assets and liabilities and their carrying amounts in the financial statements. However, deferred income tax is not recognised for temporary differences arise from:

- initial recognition of an asset or liability in a transaction other than a business combination that affects neither accounting nor taxable profit or loss is not recognised
- investments in subsidiaries, associates and joint arrangements where the timing of the reversal of the temporary difference is controlled by the Company and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred income tax is calculated using tax rates that currently have been enacted or substantially enacted by the end of the reporting period and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred tax assets are recognised only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income tax assets and liabilities relate to income taxes levied by the same taxation authority on either the taxable entity or different taxable entities where there is an intention to settle the balances on a net basis.

2.13 Accounting for employee benefit

2.13.1 Defined contribution plan - provident fund

The Company pays contributions to provident fund in accordance with the Provident Fund Act B.E. 2530. The Company has no further payment obligations once the contributions have been paid. The contributions are recognised as employee benefit expense when they are due.

2.13.2 Defined benefit plan - retirement benefit

Amount of retirement benefits is defined by the agreed benefits the employees will receive after the completion of employment. It usually depends on factors such as age, years of service and an employee's latest compensation at retirement.

The defined benefit obligation is calculated annually by an independent actuary using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using market yield of government bonds at the same currency of the expected cash flow and term of maturity approximating the terms of payment from the retirement benefit plan.

Remeasurement gains and losses are recognised directly to other comprehensive income in the period in which they arise. They are included in retained earnings in the statements of changes in equity.

Past-service costs are recognised immediately in profit or loss.

2.14 Provisions

Provisions are recognised when the Company has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation. The increase in the provision due to passage of time is recognised as interest expense.

2.15 Revenue recognition

Revenue comprises the fair value of the consideration received or receivable for the sale of petroleum products and service in the ordinary course of the Company's activities. Revenue is shown net of value-added tax, return, rebates and discounts. Revenue from sale of petroleum products is recognised when customers have physical possession of products which usually coincides with the title passing to the customers. The Company satisfied its performance obligation at a point in time, which is generally at the time of ship loading, truck loading, or on the products entering the pipeline (meter reading).

The Company recognises revenue from storage service of petroleum products when the service is performed. The Company satisfies a performance obligation over time.

Other income and interest received are recognised as income on the accrual basis unless collectability is in doubt.

2.16 Government Grants

Grants from the government are recognised at their fair value where there is a reasonable assurance that the grant will be received and the Company will comply with all attached conditions.

Government grants relating to the compensation of costs are deferred and recognised in profit or loss over the period necessary to match them with the costs they are intended to compensate.

Government grant amount is separately presented from revenue from sales.

2.17 Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker. The chief operating decision-maker is responsible for allocating resources and assessing performance of the operating segments.

2.18 Share Capital

Ordinary shares are classified as equity.

Incremental costs directly attributable to the issue of new shares or options (net of tax) are shown as a deduction in equity.

2.19 Dividend distribution

Dividend distribution to the Company's shareholders is recognised as a liability when interim dividends are approved by the Board of Directors, and when the annual dividends are approved by the shareholders.

3 Financial risk management

The Company's activities expose it to a variety of financial risks: market risk (including currency risk, fair value interest rate risk, and price risk), credit risk and liquidity risk. The Company's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Company's financial performance.

3.1 Financial risk factors

3.1.1 Foreign exchange risk

The Company does not enter into any foreign currency forward contracts to cover the exchange risk because a substantial portion of our revenues, costs and expenses are directly linked to, or denominated in US dollars. The Company is exposed to fluctuations in the value of the Baht on account of employee-related and other costs denominated in Baht. An appreciation of the Baht against the US dollar causes, among other things, their Baht denominated costs to increase in US dollars, which has a negative effect on US dollar-denominated results of operations. Also, an increase in volatility in the value of the Baht against the US dollar may also increase the cost that the Company incurs in converting the Baht that the Company receives as proceeds from the sale of their petroleum products into US dollars required to pay for crude oil and imported feedstock.

3.1.2 Interest rate risk

The Company is exposed to interest rate risk in relation to its current borrowings. Borrowings issued at variable rates expose the Company to cash flow interest rate risk. The Company does not enter into any financial instruments. However, the Company has insignificant impact from interest rate risk.

3.1.3 Credit risk

The Company has no significant credit risk because the Company sells majority of its total sales to its related companies who have reputable and strong financial position. Apart from sales of products to the related companies, sales are made to other customers with an appropriate credit history. Financial transactions are limited to high credit quality financial institutions.

3.1.4 Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash, and the availability of funding through an adequate amount of committed credit facilities.

3.2 Accounting for derivative financial instruments and hedging activities

The Company has no derivative financial instruments.

4 Critical accounting estimates and assumptions

Estimates, assumptions, and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The result of accounting estimates will not necessarily equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year is as follow:

Asset retirement obligations

It is recognised that the Company may incur asset retirement obligations for the dismantling and site restoration costs of its manufacturing facilities. The timing and amount of cash flows is difficult to estimate as the Company has no intention to decommission the sites in the near future. Accordingly and consistent with industry practice, no provision is recorded for asset retirement obligations as the amount cannot be measured with sufficient reliability due to the significant uncertainties involved.

5 Capital risk management

The Company's objectives when managing capital are to safeguard the Company's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Company may adjust the amount of dividends paid to shareholders.

6 Segment information

The Company produces petroleum products in Thailand for both domestic and export markets, utilising the same assets. The Company has one reportable segment which is the refinery. The chief operating decision maker reviews the internal management report which reported the performance of the Company as a whole in order to assess performance and allocate resources. The chief operating decision maker assesses the performance of the reportable segment based on a measure of revenue, cost of goods sold, gross margin and earnings before interest income and expense, tax, depreciation and amortisation which are the same information as these financial statements.

The majority of the Company's revenue came from sale of petroleum products to customers by lifting the petroleum products, which includes LPG, gasoline, jet fuel, diesel, fuel oil, asphalt, and other products to customers via vessel, truck, or pipeline and the Company satisfied its performance obligation at a point in time.

The Company derived 54% of its revenue (2018: 52%) from sales to its related parties. Refer to Note 25 for the amount of revenue from related parties.

Geographical information

Revenues are presented by the entity's country of domicile and foreign countries which the entity derives revenues as shown in table below.

	Unit: US Dollar		Unit: Baht	
	31 December 2019	31 December 2018	31 December 2019	31 December 2018
Sales:				
- Local Sales	4,966,975,992	5,696,435,560	155,515,944,486	185,011,720,623
- Export Sales	417,514,151	709,889,090	13,095,547,611	23,094,994,813
Total Sales	5,384,490,143	6,406,324,650	168,611,492,097	208,106,715,436

The Company only operated in Thailand, therefore geographical information of non-current asset has not been presented.

7 Cash and cash equivalents

	Unit: US Dollar		Unit: Baht	
	31 December 2019	31 December 2018	31 December 2019	31 December 2018
Cash on hands	1,648	1,533	50,000	50,000
Deposits held at call with banks	663,653	2,263,468	20,129,037	73,822,173
	665,301	2,265,001	20,179,037	73,872,173

During 2019, the interest rates of cash at bank ranged between 0.25% and 1.15% per annum (2018: 0.25% and 1.20% per annum).

8 Trade and other receivables

	Unit: US Dollar		Unit: Baht	
	31 December 2019	31 December 2018	31 December 2019	31 December 2018
Trade receivables				
- related parties	109,251,767	146,592,251	3,313,442,079	4,779,496,703
- third parties	123,469,292	220,256,713	3,744,762,862	7,169,253,223
	232,721,059	366,848,964	7,058,204,941	11,948,749,926
Other receivables				
- related parties	74,417	6,760	2,230,768	220,392
- Liquefied Petroleum Gas (LPG) subsidy	727,125	13,842,709	22,054,638	451,477,193
- fuel subsidy	2,001,624	2,555,321	60,711,854	83,341,294
- third parties	1,594,046	1,741,065	48,300,893	56,775,350
	4,397,212	18,145,855	133,298,153	591,814,229
Trade and other receivables	237,118,271	384,994,819	7,191,503,094	12,540,564,155

Outstanding trade receivables can be analysed as follows:

	Unit: US Dollar		Unit: Baht	
	31 December 2019	31 December 2018	31 December 2019	31 December 2018
Up to 3 months	232,721,059	366,817,195	7,058,204,941	11,947,724,278
3 - 6 months	-	31,769	-	1,025,648
6 - 12 months	-	-	-	-
Over 12 months	-	-	-	-
Total trade receivables	232,721,059	366,848,964	7,058,204,941	11,948,749,926
<u>Less</u> provision for impairment of trade receivables	-	-	-	-
	232,721,059	366,848,964	7,058,204,941	11,948,749,926

Liquefied Petroleum Gas (LPG) subsidy and fuel subsidy are the liabilities of Thai government to the Company set by the Ministry of Energy through the Oil Fuel Fund.

As at 31 December 2019 and 2018, LPG subsidy and fuel subsidy were outstanding subsidies that the Company was compensated for the difference between the Government's controlled price and the market reference price.

9 Inventories

	Unit: US Dollar		Unit: Baht	
	31 December 2019	31 December 2018	31 December 2019	31 December 2018
Crude oil	284,220,822	191,426,389	8,620,787,020	6,243,333,381
Petroleum products (net with allowance)	146,486,669	96,369,996	4,443,131,097	3,143,088,147
Materials and supplies (net with allowance)	21,807,806	21,208,488	661,459,113	691,710,580
	452,515,297	309,004,873	13,725,377,230	10,078,132,108
Crude oil in transit	136,199,742	84,068,867	4,131,115,246	2,741,889,292
Inventories, net	588,715,039	393,073,740	17,856,492,476	12,820,021,400

According to the Ministry of Energy, the Company is required to maintain a minimum oil reserve of 6% of total finished products produced for domestic sales (2018: 6%) and maintain a minimum finished products reserve of 7% of total imported finished products (2018: 7%). The reserve fluctuates upon production plan and volume produced. As at 31 December 2019, the above inventories include USD 157,139,489 or Baht 4,766,244,997 of crude oil and finished products set aside as minimum reserve (2018: USD 164,892,180 or Baht 5,377,925,461).

During 2019, USD 60,457,055 or Baht 1,907,383,266 was credited to the statement of comprehensive income with respect to reverse write-down of inventory to net realizable value. During 2018, was debited to the statement of comprehensive income with respect to write down of inventory to net realizable value USD 62,212,228 or Baht 2,047,765,830.

During 2019, USD 83,847 or Baht 3,195,050 was credited to the statement of comprehensive income with respect to reverse loss on obsolete materials and supplies. During 2018, USD 258,066 or Baht 8,243,813 was debited to the statement of comprehensive income with respect to loss on obsolete materials and supplies.

10 Property, plant and equipment

	Unit: US Dollar				
	Land	Buildings	Refinery plant & machinery	Furniture, fixtures and equipment	Construction in progress
					Total
At 1 January 2018					
Cost	73,442,578	55,289,570	1,990,363,096	74,492,373	2,201,060,375
Less Accumulated depreciation	-	(23,855,209)	(1,178,281,628)	(61,513,023)	(1,263,649,860)
Net book amount	73,442,578	31,434,361	812,081,468	12,979,350	937,410,515
Year ended 31 December 2018					
Opening net book amount	73,442,578	31,434,361	812,081,468	12,979,350	937,410,515
Assets transferred from construction in progress	-	1,425,382	770,337	462,972	(2,658,691)
Additions	-	-	-	-	26,578,323
Disposal and write-off - Cost	-	(40,310)	(5,239,106)	(2,637,953)	(7,917,369)
Disposal and write-off - Depreciation	-	16,124	3,963,899	2,515,919	6,495,942
Depreciation charge	-	(1,556,933)	(79,214,734)	(1,885,207)	(82,656,874)
Closing net book amount	73,442,578	31,278,624	732,361,864	11,435,081	879,910,537
At 31 December 2018					
Cost	73,442,578	56,674,642	1,985,894,327	72,317,392	2,219,721,329
Less Accumulated depreciation	-	(25,396,018)	(1,253,532,463)	(60,882,311)	(1,339,810,792)
Net book amount	73,442,578	31,278,624	732,361,864	11,435,081	879,910,537

Unit: US Dollar					
	Land	Buildings	Refinery plant & machinery	Furniture, fixtures and equipment	Construction in progress
At 1 January 2019					
Cost	73,442,578	56,674,642	1,985,894,327	72,317,392	31,392,390
Less Accumulated depreciation	-	(25,396,018)	(1,253,532,463)	(60,882,311)	-
Net book amount	73,442,578	31,278,624	732,361,864	11,435,081	31,392,390
Year ended 31 December 2019					
Opening net book amount	73,442,578	31,278,624	732,361,864	11,435,081	31,392,390
Assets transferred from construction in progress	-	1,441,359	88,122,823	2,329,416	(91,893,598)
Additions	-	-	-	-	80,782,706
Disposal and write-off - Cost	-	-	(11,965,572)	(762,937)	-
Disposal and write-off - Depreciation	-	-	11,740,126	762,937	-
Depreciation charge	-	(1,608,526)	(77,296,759)	(1,748,112)	-
Closing net book amount	73,442,578	31,111,457	742,962,482	12,016,385	20,281,498
At 31 December 2019					
Cost	73,442,578	58,116,001	2,062,051,578	73,883,871	20,281,498
Less Accumulated depreciation	-	(27,004,544)	(1,319,089,096)	(61,867,486)	-
Net book amount	73,442,578	31,111,457	742,962,482	12,016,385	20,281,498

As at 31 December 2019, certain fully depreciated items of machinery and equipment are still in use, their original costs are approximately US Dollar 58.14 million (2018: US Dollar 50.39 million).

	Unit: Baht				
	Land	Buildings	Refinery plant & machinery	Furniture, fixtures and equipment	Construction in progress
					Total
At 1 January 2018					
Cost	2,412,383,041	1,816,107,531	65,377,854,713	2,446,865,907	72,298,670,369
Less Accumulated depreciation	-	(783,576,791)	(38,703,252,326)	(2,020,530,605)	(41,507,359,722)
Net book amount	2,412,383,041	1,032,530,740	26,674,602,387	426,335,302	30,791,310,647
Year ended 31 December 2018					
Opening net book amount	2,412,383,041	1,032,530,740	26,674,602,387	426,335,302	30,791,310,647
Assets transferred from construction in progress	-	45,878,479	25,133,643	15,125,429	(86,137,551)
Additions	-	-	-	-	863,606,847
Disposal and write-off - Cost	-	(1,329,812)	(166,133,107)	(86,715,067)	(254,177,986)
Disposal and write-off - Depreciation	-	531,926	125,696,016	82,689,160	208,917,102
Depreciation charge	-	(50,587,854)	(2,572,957,856)	(61,197,158)	(2,684,742,868)
Exchange differences on translation	(17,068,055)	(6,877,422)	(200,505,370)	(3,284,793)	928,094
Closing net book amount	2,395,314,986	1,020,146,057	23,885,835,713	372,952,873	28,698,106,196
At 31 December 2018					
Cost	2,395,314,986	1,848,432,114	64,769,546,257	2,358,617,277	72,395,767,201
Less Accumulated depreciation	-	(828,286,057)	(40,883,710,544)	(1,985,664,404)	(43,697,661,005)
Net book amount	2,395,314,986	1,020,146,057	23,885,835,713	372,952,873	28,698,106,196

						Unit: Baht
	Land	Buildings	Refinery plant & machinery	Furniture, fixtures and equipment	Construction in progress	Total
At 1 January 2019						
Cost	2,395,314,986	1,848,432,114	64,769,546,257	2,358,617,277	1,023,856,567	72,395,767,201
Less Accumulated depreciation	-	(828,286,057)	(40,883,710,544)	(1,985,664,404)	-	(43,697,661,005)
Net book amount	2,395,314,986	1,020,146,057	23,885,835,713	372,952,873	1,023,856,567	28,698,106,196
Year ended 31 December 2019						
Opening net book amount	2,395,314,986	1,020,146,057	23,885,835,713	372,952,873	1,023,856,567	28,698,106,196
Assets transferred from construction in progress	-	44,256,124	2,765,887,609	72,708,336	(2,882,852,069)	-
Additions	-	-	-	-	2,492,808,944	2,492,808,944
Disposal and write-off - Cost	-	-	(388,649,102)	(23,458,792)	-	(412,107,894)
Disposal and write-off - Depreciation	-	-	381,591,760	23,458,792	-	405,050,552
Depreciation charge	-	(50,166,961)	(2,413,430,492)	(54,553,115)	-	(2,518,150,568)
Exchange differences on translation	(167,706,126)	(70,584,289)	(1,696,217,581)	(26,635,516)	(18,649,209)	(1,979,792,721)
Closing net book amount	2,227,608,860	943,650,931	22,535,017,907	364,472,578	615,164,233	26,685,914,509
At 31 December 2019						
Cost	2,227,608,860	1,762,733,860	62,544,705,049	2,240,993,840	615,164,233	69,391,205,842
Less Accumulated depreciation	-	(819,082,929)	(40,009,687,142)	(1,876,158,262)	-	(42,704,928,333)
Net book amount	2,227,608,860	943,650,931	22,535,017,907	364,472,578	615,164,233	26,685,914,509

As at 31 December 2019, certain fully depreciated items of machinery and equipment are still in use, their original costs are approximately Baht 1,763.58 million (2018: Baht 1,643.36 million).

11 Intangible assets

	Unit: US Dollar		
	Intangible assets	Work in process	Total
At 1 January 2018			
Cost	12,626,629	-	12,626,629
<u>Less</u> Accumulated amortisation	(7,365,054)	-	(7,365,054)
Net book amount	5,261,575	-	5,261,575
Year ended 31 December 2018			
Opening net book amount	5,261,575	-	5,261,575
Additions	656,775	-	656,775
<u>Less</u> Amortisation charge	(1,488,027)	-	(1,488,027)
Closing net book amount	4,430,323	-	4,430,323
At 31 December 2018			
Cost	13,283,404	-	13,283,404
<u>Less</u> Accumulated amortisation	(8,853,081)	-	(8,853,081)
Net book amount	4,430,323	-	4,430,323
Year ended 31 December 2019			
Opening net book amount	4,430,323	-	4,430,323
Assets transferred from work in progress	966,047	(966,047)	-
Additions	-	1,076,620	1,076,620
Write-off - Cost	(292,427)	-	(292,427)
Write-off - Amortisation	286,050	-	286,050
<u>Less</u> Amortisation charge	(1,410,978)	-	(1,410,978)
Closing net book amount	3,979,015	110,573	4,089,588
At 31 December 2019			
Cost	13,957,024	110,573	14,067,597
<u>Less</u> Accumulated amortisation	(9,978,009)	-	(9,978,009)
Net book amount	3,979,015	110,573	4,089,588

	Unit: Baht		
	Intangible assets	Work in process	Total
At 1 January 2018			
Cost	414,749,423	-	414,749,423
<u>Less</u> Accumulated amortisation	(241,921,407)	-	(241,921,407)
Net book amount	172,828,016	-	172,828,016
Year ended 31 December 2018			
Opening net book amount	172,828,016	-	172,828,016
Additions	21,049,990	-	21,049,990
<u>Less</u> Amortisation charge	(48,244,668)	-	(48,244,668)
Exchange differences on translation	(1,139,241)	-	(1,139,241)
Closing net book amount	144,494,097	-	144,494,097
At 31 December 2018			
Cost	433,235,565	-	433,235,565
<u>Less</u> Accumulated amortisation	(288,741,468)	-	(288,741,468)
Net book amount	144,494,097	-	144,494,097
Year ended 31 December 2019			
Opening net book amount	144,494,097	-	144,494,097
Assets transferred from work in progress	30,359,547	(30,359,547)	-
Additions	-	33,648,668	33,648,668
Write-off - Cost	(9,296,660)	-	(9,296,660)
Write-off - Amortisation	9,093,922	-	9,093,922
<u>Less</u> Amortisation charge	(44,038,286)	-	(44,038,286)
Exchange differences on translation	(9,923,916)	64,683	(9,859,233)
Closing net book amount	120,688,704	3,353,806	124,042,510
At 31 December 2019			
Cost	423,334,706	3,353,806	426,688,512
<u>Less</u> Accumulated amortisation	(302,646,002)	-	(302,646,002)
Net book amount	120,688,704	3,353,806	124,042,510

12 Short-term borrowings from financial institutions

As at 31 December 2019, short-term borrowings from financial institutions were denominated in US Dollar and Thai Baht which are unsecured, due within 3 months and the interest rates of short-term borrowings ranged between 1.51% and 2.82% per annum. The fair value of short-term borrowing is equivalent to the carrying amount because such liabilities are matured in short period and the effect from discounted rate is insignificant.

13 Trade and other payables

	Unit: US Dollar		Unit: Baht	
	31 December 2019	31 December 2018	31 December 2019	31 December 2018
Trade payables				
- related parties	258,247,669	219,204,738	7,832,987,517	7,149,318,689
- third parties	111,536,270	117,628,894	3,383,040,068	3,836,442,867
	369,783,939	336,833,632	11,216,027,585	10,985,761,556
Other payables				
- related parties	338,330	1,052,815	10,261,997	34,337,349
- third parties	77,157,858	33,895,236	2,340,298,140	1,105,486,322
	77,496,188	34,948,051	2,350,560,137	1,139,823,671
Trade and other payables	447,280,127	371,781,683	13,566,587,722	12,125,585,227

14 Deferred income taxes

The analysis of deferred tax assets (liabilities) is as follows:

	Unit: US Dollar		Unit: Baht	
	31 December 2019	31 December 2018	31 December 2019	31 December 2018
Deferred tax assets:				
Deferred tax assets to be recovered within 12 months	-	-	-	-
Deferred tax assets to be recovered after more than 12 months	32,550,125	3,251,965	987,287,609	106,062,204
Total deferred tax assets	32,550,125	3,251,965	987,287,609	106,062,204
Deferred tax liabilities:				
Deferred tax liabilities to be recovered within 12 months	(374,865)	(348,619)	(11,370,149)	(11,370,149)
Deferred tax liabilities to be recovered after more than 12 months	(2,184,698)	(16,684,843)	(66,264,739)	(544,172,811)
Total deferred tax liabilities	(2,559,563)	(17,033,462)	(77,634,888)	(555,542,960)
Deferred tax assets (liabilities), net	29,990,562	(13,781,497)	909,652,721	(449,480,756)

The movement in the deferred tax assets (liabilities) account is as follows:

	Unit: US Dollar		Unit: Baht	
	2019	2018	2019	2018
At 1 January	(13,781,497)	(16,701,981)	(449,480,756)	(548,613,312)
Charged to profit or loss (Note 20)	28,982,950	645,174	884,593,402	21,072,456
Exchange differences on translation	14,789,109	2,275,310	474,540,075	78,060,100
At 31 December	29,990,562	(13,781,497)	909,652,721	(449,480,756)

The movement in deferred tax assets and liabilities during the year is as follows:

Unit: US Dollar			
	Operating loss	Retirement benefit obligation	Loss on obsolete materials and supplies
			Total
Deferred tax assets			
At 1 January 2018	-	1,823,444	1,186,592
Charged to profit or loss	-	190,316	51,613
At 31 December 2018	-	2,013,760	1,238,205
At 1 January 2019	-	2,013,760	1,238,205
Charged to profit or loss	28,137,744	1,177,186	(16,770)
At 31 December 2019	28,137,744	3,190,946	1,221,435
Unit: Baht			
	Operating loss	Retirement benefit obligation	Loss on obsolete materials and supplies
			Total
Deferred tax assets			
At 1 January 2018	-	59,895,046	38,976,211
Charged to profit or loss	-	6,167,348	1,648,763
Exchange differences on translation	-	(383,990)	(241,174)
At 31 December 2018	-	65,678,404	40,383,800
At 1 January 2019	-	65,678,404	40,383,800
Charged to profit or loss	857,825,507	36,989,154	(639,010)
Exchange differences on translation	(4,371,145)	(5,882,030)	(2,697,071)
At 31 December 2019	853,454,362	96,785,528	37,047,719
Unit: US Dollar			
	Tax effect of currency translation on tax base	Depreciation	Total
Deferred tax liabilities			
At 1 January 2018	(19,376,400)	(335,617)	(19,712,017)
Charged to profit or loss	2,275,310	403,245	2,678,555
At 31 December 2018	(17,101,090)	67,628	(17,033,462)
At 1 January 2019	(17,101,090)	67,628	(17,033,462)
Charged to profit or loss	14,789,109	(315,210)	14,473,899
At 31 December 2019	(2,311,981)	(247,582)	(2,559,563)
Unit: Baht			
	Tax effect of currency translation on tax base	Depreciation	Total
Deferred tax liabilities			
At 1 January 2018	(636,460,478)	(11,024,091)	(647,484,569)
Charged to profit or loss	78,711,869	13,256,345	91,968,214
Exchange differences on translation	-	(26,605)	(26,605)
At 31 December 2018	(557,748,609)	2,205,649	(555,542,960)
At 1 January 2019	(557,748,609)	2,205,649	(555,542,960)
Charged to profit or loss	487,623,219	(9,582,249)	478,040,970
Exchange differences on translation	-	(132,898)	(132,898)
At 31 December 2019	(70,125,390)	(7,509,498)	(77,634,888)

15 Employee benefit obligations

Net liabilities recognised in the statement of financial position are determined as follows:

	Unit: US Dollar		Unit: Baht	
	31 December 2019	31 December 2018	31 December 2019	31 December 2018
Present value of unfunded obligation	15,954,728	10,068,804	483,927,639	328,392,022

The movement in the defined benefit obligation over the year is as follows:

	Unit: US Dollar		Unit: Baht	
	2019	2018	2019	2018
At 1 January	10,068,804	9,117,222	328,392,022	299,475,230
Current service cost	773,706	660,651	24,417,505	21,440,722
Interest cost	372,787	230,359	11,764,855	7,476,070
Past service cost	3,255,869	-	102,752,508	-
Loss from change in financial assumptions	524,649	-	16,600,749	-
	4,927,011	891,010	155,535,617	28,916,792
Effect from change of foreign exchange rate	958,913	60,572	-	-
At 31 December	15,954,728	10,068,804	483,927,639	328,392,022

The amendment bill to the Thai Labour Protection Law (Revision 7) become effective on 5 May 2019, giving the compensation for employees who retired and have more than or equal to 20 years of service to not less than 400 day's pay. The Company recognised impact on such changes to statement of comprehensive income of the current year.

Major Actuarial Assumptions

The Company's financial assumptions

For the year ended 31 December:

	% per annum	
	2019	2018
Discount rate	2.65	2.50
Salary growth rate	5.00	5.00

The Company's demographic assumptions

- Mortality assumption: The mortality rate is from the Thailand Mortality Ordinary 2017 (TMO17) issued by the Office of the Insurance Commission. The TMO17 contains the results of the most recent mortality investigation of policy holders of life insurance companies in Thailand. It is reasonable to assume that these rates would reflect of the mortality rate of the population in Thailand.

- Turnover rate assumption

For the year ended 31 December:

Age	% per annum	
	2019	2018
Below 21	3.00	1.00
21 - 24	3.00	1.00
25 - 30	3.00	1.00
31 - 34	5.00	3.00
35 - 40	5.00	3.00
41 - 44	1.00	2.00
45 - 50	1.00	2.00
Above 50	0.00	0.00

The turnover rate above reflects the rate at which employees voluntarily resign from service. It does not include death, disability, and early retirement. The calculation for the employee benefits is based on these assumptions.

Sensitivity analysis for each significant assumption disclosed:

	Impact on defined benefit obligation					
	Change in assumption		Increase in assumption		Decrease in assumption	
	2019	2018	2019	2018	2019	2018
Discount rate	1.00%	1.00%	Decrease by 9.37%	Decrease by 9.95%	Increase by 10.87%	Increase by 11.57%
Salary growth rate	1.00%	1.00%	Increase by 10.69%	Increase by 10.22%	Decrease by 9.33%	Decrease by 8.96%
Turnover rate	1.00%	1.00%	Decrease by 9.75%	Decrease by 10.41%	Increase by 3.34%	Increase by 3.70%

The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method (present value of the defined benefit obligation calculated with the projected unit credit cost method at the end of the reporting period) has been applied as when calculating the pension liability recognised within the statement of financial position.

The methods and types of assumptions used in preparing the sensitivity analysis did not change compared to the previous period.

The weighted average duration of the defined benefit obligation is 15 years. (2018: 16 years)

Expected maturity analysis of undiscounted retirement benefits:

	Unit: US Dollar			
	Within 1 year	Over 1 year to 5 years	Over 5 years	Total
At 31 December 2019				
Retirement benefits	495,701	3,695,142	45,071,949	49,262,792
	Unit: Baht			
	Within 1 year	Over 1 year to 5 years	Over 5 years	Total
At 31 December 2019				
Retirement benefits	15,035,243	112,078,469	1,367,090,815	1,494,204,527

16 Share capital

	Number of shares	Ordinary shares US Dollar	Ordinary shares Baht
At 1 January 2018	4,335,902,125	864,713,808	30,004,442,705
Issue of shares	-	-	-
At 31 December 2018	4,335,902,125	864,713,808	30,004,442,705
Issue of shares	-	-	-
At 31 December 2019	4,335,902,125	864,713,808	30,004,442,705

The total number of authorised ordinary shares with a par value of Baht 6.92 per share (2018: Baht 6.92 per share) is 4,335,902,125 shares (2018: 4,335,902,125 shares). The number of issued and paid-up ordinary shares is 4,335,902,125 shares (2018: 4,335,902,125 shares).

17 Legal reserve

Under the Public Limited Company Act., B.E. 2535, the Company is required to set aside as a legal reserve at least 5% of its net profit after accumulated deficit brought forward (if any) until the reserve is not less than 10% of the registered capital. The legal reserve is non-distributable. Currently, the Company has set aside legal reserved at 10% of registered capital.

	Unit: US Dollar		Unit: Baht	
	31 December 2019	31 December 2018	31 December 2019	31 December 2018
Balance at the beginning of year	87,865,911	87,865,911	3,000,444,271	3,000,444,271
Appropriation during the year	-	-	-	-
Balance at the end of year	87,865,911	87,865,911	3,000,444,271	3,000,444,271

18 Dividend paid

At the Board of Director Meeting No. 3 held on 7 August 2019, the Board approved a resolution to declare interim dividend payment from the net profit of the period from 1 January 2019 to 30 June 2019 in the amount of USD 16.79 million or an equivalent of Baht 0.1202 per share, totalling Baht 521 million. The dividend was paid to shareholders on 6 September 2019.

19 Expenses by nature

The following expenditure items, classified by nature, have been charged in arriving at profit for the year:

	Unit: US Dollar		Unit: Baht	
	31 December 2019	31 December 2018	31 December 2019	31 December 2018
Changes in inventories of finished goods	(49,942,141)	20,860,302	(1,558,983,890)	677,811,729
Raw materials and consumables used	5,273,160,939	6,176,161,300	165,020,470,369	200,787,098,919
Staff costs	48,956,213	38,812,179	1,528,207,348	1,261,120,256
Repair and maintenance expenditure on property, plant and equipment	176,355,338	51,441,612	5,505,072,960	1,671,487,121
Depreciation on property, plant and equipment (Note 10)	80,653,397	82,656,874	2,518,150,568	2,684,742,868
Amortisation on intangible asset (Note 11)	1,410,978	1,488,027	44,038,286	48,244,668
Operating lease rental	104,619	115,359	3,266,036	3,740,786
Others	22,391,815	-	680,702,233	-
Total cost of sales and administrative expenses	5,553,091,158	6,371,535,653	173,740,923,910	207,134,246,347

Depreciation, amortisation, and operating lease rental related to production assets:

	Unit: US Dollar		Unit: Baht	
	31 December 2019	31 December 2018	31 December 2019	31 December 2018
Recognised as cost of sales	73,359,350	75,283,860	2,290,454,805	2,445,059,046
Recognised as administration expenses	8,809,644	8,976,400	275,000,085	291,669,276
	82,168,994	84,260,260	2,565,454,890	2,736,728,322

20 Income tax expenses

	Unit: US Dollar		Unit: Baht	
	31 December 2019	31 December 2018	31 December 2019	31 December 2018
Current tax	-	18,084,654	-	561,780,878
Deferred tax (Note 14)	(28,982,950)	(645,174)	(884,593,402)	(21,072,456)
Prior year tax adjustment	(634)	(3,267)	(19,848)	(106,631)
	(28,983,584)	17,436,213	(884,613,250)	540,601,791
	Unit: US Dollar		Unit: Baht	
	31 December 2019	31 December 2018	31 December 2019	31 December 2018
(Loss) Profit before tax	(122,860,920)	91,060,854	(3,693,316,981)	2,803,855,960
Tax calculated at a tax rate of 20% (2018: 20%)	(24,572,185)	18,212,171	(767,425,264)	591,657,361
Expenses more deductible for tax purposes	(307,233)	(459,054)	(9,590,547)	(14,915,990)
Expenses not deductible for tax purposes	168,353	38,771	5,255,268	1,259,789
Tax effect from translation of tax base	(4,271,885)	(352,408)	(133,350,436)	(11,450,748)
Prior year tax adjustment	(634)	(3,267)	(19,848)	(106,631)
Exchange differences on translation	-	-	20,517,577	(25,841,990)
Tax charge	(28,983,584)	17,436,213	(884,613,250)	540,601,791

21 Basic earnings per share

Basic earnings per share is calculated by dividing the net profit attributable to shareholders of the Company by the weighted average number of ordinary shares in issue during the year.

	Unit: US Dollar		Unit: Baht	
	31 December 2019	31 December 2018	31 December 2019	31 December 2018
(Loss) profit attributable to shareholders	(93,877,336)	73,624,641	(2,808,703,731)	2,263,254,169
Weighted average number of ordinary shares in issue (Shares)	4,335,902,125	4,335,902,125	4,335,902,125	4,335,902,125
Basic (loss) earnings per share	(0.02)	0.02	(0.65)	0.52

22 Significant contractual agreements

The significant contractual agreements can be summarised as follows:

Land Lease Agreement

On 20 November 1992, the Company entered into a lease agreement for certain parcels of land with the IEAT. The agreement is for a period of thirty years beginning 20 November 1992. The Company's total fee, including interests from the date of the lease to the date of payment, was approximately Baht 302 million.

Joint Operation Agreement

On 1 December 1993, the Company entered into a joint operation agreement with the IEAT whereby the Company is committed to pay an annual fee of approximately Baht 2.5 million in return for joint operation and maintenance of roads and utilities for the refinery.

Natural Gas Sales Agreement - Cogeneration

On 30 January 2019, the Company entered into a natural gas sales agreement with PTT Public Company Limited ("PTT") whereby the Company is committed to purchase natural gas based on the term stipulated in the agreement to be supplied for an electricity generating system called "Cogeneration". The agreement is effective from 17 March 2019 to 31 March 2029.

Natural Gas Sales Agreement - Petroleum Product Manufacturing Process

On 30 January 2019, the Company entered into a natural gas agreement with PTT whereby the Company is committed to purchase natural gas based on the terms stipulated in the agreement to be supplied for its Petroleum product manufacturing process. The agreement is effective from 1 January 2019 to on 31 December 2028.

Feedstock Supply Agreement

On 5 June 2012, the Company entered into a new feedstock supply agreement with Chevron U.S.A. Inc. whereby the Company is committed to purchase feedstock from Chevron U.S.A. Inc. which is based on the term stipulated in the agreement effective upon the first day of trading of the Company shares on the SET which is on 8 December 2015.

On 5 June 2012, the Company entered into a new feedstock supply agreement with PTT whereby PTT will be granted certain rights to offer a supply crude oil to the Company which is based on the term stipulated in the agreement effective upon the first day of trading of the Company shares on the SET which is on 8 December 2015.

Purchase and Sale Agreement

On 10 August 1993, the Company entered into a purchase and sale agreement with PTT and Chevron (Thailand) Limited ("CTL"). According to this agreement, the Company has committed to sell a portion of the refined petroleum products it produces to PTT and CTL starting on the date commercial operations commenced, 1 July 1996, based on the terms of the agreement.

On 5 June 2012, the agreement was amended which is effective upon the first day of trading of the Company shares on the SET which is on 8 December 2015.

On 15 March 2016, the agreement was amended on its duration, price and dispute mechanism.

On 29 December 2017, the agreement was amended on its duration, minimum offtake volumes, price and type and qualities of products which become effective on 1 January 2018.

On 1 December 2018, the agreement was amended to add one of PTT's affiliate as a buyer and to adjust minimum offtake volumes and price adjustment.

23 Bank guarantees

As at 31 December 2019 and 2018, the Company has bank guarantees issued on the Company's behalf relating to land use in Map Ta Phut Industrial Estate, electricity, value-added tax and others amounting to USD 3.33 million or Baht 101.09 million and USD 3.13 million or Baht 102.09 million, respectively.

24 Commitments

As at 31 December 2019 and 2018, the Company had commitment as follows:

- a) Purchase of machinery, equipment and installations in progress of approximately USD 41.16 million or Baht 1,248.40 million (2018: USD 63.78 million or Baht 2,080.02 million)
- b) Purchase of raw materials and utilities which include crude oil, hydrogen, natural gas and back-up electricity of approximately USD 708.69 million or Baht 21,495.58 million (2018: USD 557.63 million or Baht 18,186.99 million)
- c) Operating land lease commitment of approximately USD 0.99 million or Baht 29.90 million (2018: USD 1.14 million or Baht 37.19 million)

25 Related party transactions

Enterprises and individuals that directly, or indirectly through one or more intermediaries, control, or are controlled by, or are under common control with, the Company, including holding companies, subsidiaries and affiliates are related parties of the Company. Associates and individuals owning, directly or indirectly, an interest in the voting power of the Company that gives them significant influence over the enterprise, key management personnel, including directors and officers of the Company and close members of the family of these individuals and companies associated with these individuals also constitute related parties.

In considering each possible related party relationship, attention is directed to the substance of the relationship, and not merely the legal form.

The major shareholder of the Company is Chevron South Asia Holding Pte., Ltd. registered in Singapore, which owns 60.56% of the Company's shares. The remaining 39.44% of the shares are widely held. The ultimate parent company is Chevron Corporation registered in the United States of America.

Related parties	Relationship	Main transactions relating to the Company
Chevron South Asia Holding Pte Ltd.	Major shareholder	Holding the Company's shares
Affiliates	Related parties of the ultimate parent company	Supplying of crude oil and raw materials to the Company and purchasing of products from the Company

The following transactions were carried out with related parties:

i) Sales of goods and services

	Unit: US Dollar		Unit: Baht	
	31 December 2019	31 December 2018	31 December 2019	31 December 2018
Sales of goods with affiliates:				
- Chevron (Thailand) Limited	2,906,601,445	3,284,735,010	90,972,061,928	106,723,779,037
- Other affiliates	13,404,998	87,191,187	420,597,916	2,864,392,663
	2,920,006,443	3,371,926,197	91,392,659,844	109,588,171,700
Sales of services with affiliates:	-	106,439	-	3,404,208

The above transactions were carried out on commercial terms and conditions which is reference from market prices.

ii) Purchases of goods and services

	Unit: US Dollar		Unit: Baht	
	31 December 2019	31 December 2018	31 December 2019	31 December 2018
Purchases of goods with affiliates:	2,603,912,858	3,116,887,352	81,457,087,156	101,233,677,894
Purchases of services with affiliates:	5,685,070	5,122,726	177,402,482	166,695,590

The above transactions were carried out on commercial terms and conditions which is reference from market prices.

iii) **Outstanding balances arising from sales/purchases of goods and services**

The outstanding balances at the end of the reporting period in relation to transactions with affiliates are as follows:

	Unit: US Dollar		Unit: Baht	
	31 December 2019	31 December 2018	31 December 2019	31 December 2018
Account receivables	109,326,184	146,599,011	3,315,672,847	4,779,717,095
Account payables	258,585,999	220,257,553	7,843,249,514	7,183,656,038

iv) **Management remuneration**

Key management includes directors (executives and non-executive). The compensations paid or payable to management for employment services are as follows:

	Unit: US Dollar		Unit: Baht	
	31 December 2019	31 December 2018	31 December 2019	31 December 2018
- Salaries and other short-term employee benefits	6,718,419	5,649,003	210,159,472	182,844,707
- Retirement benefits	864,902	94,092	27,409,573	3,056,197
	7,583,321	5,743,095	237,569,045	185,900,904

26 Event after the reporting date

At the Board of Director Meeting No. 1 held on 21 February 2020, the Board approved a resolution of submission to shareholders for approval of annual dividend payment from the retained earnings in the amount of USD 25.31 million or Baht 792 million which is equivalent of Baht 0.1827 per share. After deduction of the interim dividend payment for the first half of 2019 performance at Baht 0.1202 per share paid on 6 September 2019, the remaining dividend is at Baht 0.0625 per share, totalling approximately Baht 271 million. The dividend is subjected to the approval of the Company's shareholders at the annual general meeting to be held on 9 April 2020 and will be paid to shareholders on 7 May 2020.

Auditor Fee

Auditor Fee

In 2019, the shareholders approved the appointment of PricewaterhouseCoopers ABAS Ltd. to serve as auditor for the Company.

The company made total audit payments of Baht 3,091,447, including out of pocket expenses as follows:

Description	Amount (Baht)
Audit fee	2,955,000
Out of pocket expenses	136,447
Total	3,091,447

General Information

Name

Star Petroleum Refining Public Company Limited

Initial

SPRC

Business

Founded in 1992, SPRC is one of the leading petroleum product producers and oil refiner in Thailand and the Asia Pacific region.

SPRC owns and operates a complex refinery with a capacity of 165,000 barrels per day of crude oil. We successfully completed the capacity Expansion Project to 175,000 barrels per day during 2019 Turnaround and Event Project.

SPRC strategically located in Map Ta Phut, Thailand's premier petrochemicals hub and our key products consist of LPG, premium and regular grade of gasoline, jet fuel, diesel and fuel oil.

Our unique configuration and flexibility in production enables us to produce more gasoline compared to other Thai refineries.

Registration number

0107555000155

Address

No.1, I-3B Road, Map Ta Phut,
Muang Rayong, Rayong 21150
Tel: +66 (0) 38 699 000
Fax: +66 (0) 38 699 999

Website

www.sprc.co.th

Listing Date

Trading commencement on 8 December 2015

Capital As of 31 December 2019

Registered Capital

Baht 30,004,442,705

Comprising 4,335,902,125 fully paid-up common shares of Baht 6.92 per share

Number of Employees

503 persons (as of 31 December 2019)

Secondary Market

The Stock Exchange of Thailand (SET)

Investor Relations

Telephone number: +66 (0) 38 699 887

Website: <http://investor.sprc.co.th>

Email: ir@sprc.co.th

Reference

Securities Registrar

Thailand Securities Depository Co., Ltd.

93 Ratchadaphisek Road, Dindaeng, Bangkok 10400, Thailand

Tel: +66 (0) 2 009 9000,

+66 (0) 2 009 9999 (SET Contact Center)

Fax: +66 (0) 2 009 9991

Website: www.set.or.th/tsd

E-mail: SETContactCenter@set.or.th

External Auditor

PricewaterhouseCoopers ABAS Ltd.

15th Floor Bangkok City Tower,

179/74-80 South Sathorn Road, Bangkok 10120, Thailand

Tel: +66 (0) 2 844 1000

Fax: +66 (0) 2 286 5050

Other Services (Loss of Share Certificate, Change of Particulars in Securities Register, and Other Services)

Counter Service

The Stock Exchange of Thailand Building, 1st Floor,

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Tel : +66 (0) 2 009 9999 (SET Contact Center)

or

Office of Registration Services Thailand Securities Depository Company Limited (TSD)

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Investors can obtain more information about the Company from the Company's Annual Registration Statement (Form 56-1) available at www.sec.or.th or www.sprc.co.th



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