



# **Annual Registration Statement / Annual Report**

## **Form 56-1 One Report**

### **(Structured Data Report)**

**PTT OIL AND RETAIL BUSINESS PUBLIC COMPANY LIMITED**

Fiscal Year End 31 December 2025



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# Group Structure and Operations

## Group Structure and Operations

### Business Overview and Policies (1.1)

#### Company Information (1.1.5)

Company Name : PTT OIL AND RETAIL BUSINESS PUBLIC COMPANY LIMITED

Symbol : OR

Address : 555/2 Energy Complex, Building B, 12th Floor, Vibhavadi  
Rangsit Road, Chatuchak, Chatuchak

Province : Bangkok

Postcode : 10900

Business : The company operates an integrated oil and non-oil retailing platform both in Thailand and abroad, including the sales and distribution of petroleum products and other products in retail and commercial marketing, coffee shops, other food and beverage outlets, convenience stores and space management offerings.

Registration Number : 0107561000013

Telephone : 0-2196-5959

Fax (if applicable) : -

Website : [www.pttor.com](http://www.pttor.com)

Email : -

#### Total Shares Sold (shares)

Common Stock : 12,000,000,000

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2023	2024	2025
Total revenue from operations (Thousand baht)	769,741,469.36	723,958,059.60	658,723,295.49
Mobility (Thousand baht)	703,339,980.43	650,909,591.09	592,626,200.59
Lifestyle (Thousand baht)	21,038,321.15	22,599,405.27	23,747,816.78
Global (Thousand baht)	45,361,555.47	50,417,105.26	42,244,287.45
Other (Thousand baht)	1,612.31	31,957.98	104,990.67

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Mobility (%)	91.38	89.91	89.97
Lifestyle (%)	2.73	3.12	3.61
Global (%)	5.89	6.97	6.40
Other (%)	0.00	0.00	0.02

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	769,741,469.36	723,958,059.60	658,723,295.49
Domestic (Thousand baht)	600,490,400.79	541,536,757.34	515,165,861.17
International (Thousand baht)	169,251,068.57	182,421,302.26	143,557,434.32

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00

Domestic (%)	78.01	74.80	78.21
International (%)	21.99	25.20	21.79

#### Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	2,945,686.40	2,700,481.31	2,167,207.05
Other income from operations (Thousand baht)	2,343,141.58	1,895,653.31	1,460,879.90
Other income not from operations (Thousand baht)	602,544.82	804,828.00	706,327.15

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

	2023	2024	2025
Share of profit (Thousand baht)	538,788.99	271,429.05	690,027.38

## Information on Products and Services (1.2.2)

### Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2023	2024	2025
R&D expenses in the past 3 years	65,616.94	51,893.33	N/A

# Risk Management

# Risk Management

## Risk Factors (2.2)

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

### Country risk

**Risk Management Measures:** Yes

### Related Risk Topics

#### Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Government policy
- Policies or international agreements related to business operations
- Business operations of partners in the supply chain
- Reliance on large partners / distributors or few partners / distributors
- Economic risk
- ESG risk
- Climate change and disasters

#### Operational Risk

- Loss or damage from non-compliance of partners or counterparties

#### Compliance Risk

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

#### Financial Risk

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



## **Risk from oil price volatility and fluctuations in sales volume**

**Risk Management Measures:** Yes

### **Related Risk Topics**

#### Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Competition risk
- Economic risk
- Other

#### Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources

## **Risk from government policy**

**Risk Management Measures:** Yes

### **Related Risk Topics**

#### Strategic Risk

- Government policy

## **Risk from business portfolio transformation amid the transition from fossil fuels to clean energy**

**Risk Management Measures:** Yes

### **Related Risk Topics**

#### Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Government policy
- Policies or international agreements related to business operations

- Changes in technologies
- Business operations of partners in the supply chain
- Competition risk
- New business risk
- ESG risk
- Climate change and disasters

#### **Risk from Workforce Readiness for the Organization's Business Transition**

**Risk Management Measures:** Yes

##### **Related Risk Topics**

###### Strategic Risk

- Changes in technologies
- New business risk

###### Operational Risk

- Shortage or reliance on skilled workers

#### **Risk from climate change**

**Risk Management Measures:** Yes

##### **Related Risk Topics**

###### Strategic Risk

- Behavior or needs of customers / consumers
- Government policy
- Policies or international agreements related to business operations
- ESG risk

###### Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources

- Climate change and disasters

#### Compliance Risk

- Change in laws and regulations

### Products and services standard risk

**Risk Management Measures:** Yes

#### Related Risk Topics

##### Strategic Risk

- Damage to company image and reputation

##### Operational Risk

- Systems or internal control system
- Human error in business operations
- Loss or damage from non-compliance of partners or counterparties
- Safety, occupational health, and working environment
- System disruption risk

### Operational risk

**Risk Management Measures:** Yes

#### Related Risk Topics

##### Strategic Risk

- Damage to company image and reputation

##### Operational Risk

- Human error in business operations
- Loss or damage from non-compliance of partners or counterparties
- Safety, occupational health, and working environment
- Impact on the environment

- Other

#### **Risk from supply surplus**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Behavior or needs of customers / consumers
- Business operations of partners in the supply chain
- Competition risk

Operational Risk

- Inventory risk

#### **Corporate reputation and stakeholder relationship management risks**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Damage to company image and reputation

#### **IT infrastructure instability risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Changes in technologies

Operational Risk

- Systems or internal control system
- System disruption risk

## Cybersecurity risk

**Risk Management Measures:** Yes

### Related Risk Topics

Strategic Risk

- Changes in technologies

Operational Risk

- Information security and cyber-attack
- Loss or damage from non-compliance of partners or counterparties
- System disruption risk

## Digital Transformation

**Risk Management Measures:** Yes

### Related Risk Topics

Strategic Risk

- Changes in technologies

Operational Risk

- Shortage or reliance on skilled workers

## Investment risk

**Risk Management Measures:** Yes

### Related Risk Topics

Strategic Risk

- New business risk

Financial Risk

- Fluctuation in return on assets or investment

## Foreign exchange risk

**Risk Management Measures:** Yes

### Related Risk Topics

Financial Risk

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

## Laws and regulations Non-compliance risk

**Risk Management Measures:** Yes

### Related Risk Topics

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Violations of laws and regulations
- Corporate Governance
- Legal risk

## Adverse outcomes of Generative AI technologies

**Risk Management Measures:** Yes

### Related Risk Topics

Strategic Risk

- Changes in technologies

Operational Risk

- Systems or internal control system
- Information security and cyber-attack

Compliance Risk

- Violations of laws and regulations

## **Environmental Challenges and Biodiversity Threats in Coffee Bean Production**

**Risk Management Measures:** Yes

### **Related Risk Topics**

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Climate change and disasters
- Inventory risk

## **Employment crises**

**Risk Management Measures:** Yes

### **Related Risk Topics**

Operational Risk

- Shortage or reliance on skilled workers
- Impact from population structure

## **Risk to Securities Holder (2.2.2)**

### **Investment risks for shareholders**

**Risk Management Measures:** Yes

### **Related Risk Topics**

- Return from investment of securities holder

## **Risk to Securities Holder from Investing in Foreign Securities (Applicable to only foreign companies) (2.2.3)**

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**Risk Management Measures:** No

### **Related Risk Topics**

- Other



# Sustainable Development

# Sustainable Development

## Sustainability Management Policy and Targets (3.1)

### Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : [https://www.pttor.com/wp-content/uploads/2025/04/OR-Sustainability-Management-Policy-2025\\_TH.pdf](https://www.pttor.com/wp-content/uploads/2025/04/OR-Sustainability-Management-Policy-2025_TH.pdf)  
(if applicable)

## Environmental Aspect (3.3)

### Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : [https://www.pttor.com/wp-content/uploads/2025/07/%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2-QSHE-2568\\_TH.pdf](https://www.pttor.com/wp-content/uploads/2025/07/%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2-QSHE-2568_TH.pdf)  
(if applicable)

Company environmental guideline : Electricity Management, Renewable/Clean Energy Management, Water Management, Waste Management, Biodiversity Management, Greenhouse Gas and Climate Change Management

## Results with Respect to the Environmental Aspect (3.3.2)

### Energy management

#### • Fuel consumption

	2023	2024	2025
Diesel (Litres)	702,924.00	686,145.25	706,048.81
Gasoline (Litres)	790,047.62	809,780.32	806,595.68
LPG (Kilograms)	404,992.24	402,317.93	429,410.00

#### • Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	81,210,026.76	91,060,000.00	78,548,239.00

## Water management

### • Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	2,230,000.00	2,480,000.00	2,168,530.65

## Waste management

### • Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	19,611,890.00	23,245,400.00	23,526,276.86
Hazardous waste (Kilograms)	1,437,220.00	1,801,910.00	1,677,160.55
<b>Total waste generated (Kilograms)</b>	<b>21,049,110.00</b>	<b>25,047,310.00</b>	<b>25,203,437.41</b>

## Greenhouse gas management

### • Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	4,998.00	5,137.00	5,434.06
Scope 2 (Tons of carbon dioxide equivalents)	29,188.00	29,817.00	24,454.97
Scope 3 (Tons of carbon dioxide equivalents)	66,356,737.00	87,169,234.00	66,800,760.35
Remark : Greenhouse gas (GHG) emissions data for scope 1 and scope 2 currently exclude Cafe Amazon Stand-alone Outlets. The reporting of Scope 3 greenhouse gas (GHG) emissions currently covers four categories as follows: (1) Category 1: Purchased goods and services (2) Category 4: Upstream transportation and distribution (3) Category 6: Business travel (4) Category 11: Use of sold products			
<b>Total GHG emissions (Metric tonnes of carbon dioxide equivalent)</b>	<b>66,390,923.00</b>	<b>87,204,188.00</b>	<b>66,830,649.38</b>

### • Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : SGS (Thailand) Co., Ltd.

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

URL of human rights policy : [https://www.pttor.com/wp-content/uploads/2024/10/20210428\\_230112\\_6385.pdf](https://www.pttor.com/wp-content/uploads/2024/10/20210428_230112_6385.pdf)

Company human right guideline : Employee Rights, Migrant Workers, Child Labor, Consumer Rights, Community and Environment Rights, Safety and Occupational Health at Work, Non-discrimination

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2023	2024	2025
Number of male employees (Persons)	1,104	1,129	1,135
Number of female employees (Persons)	679	729	742
Total number of employees (Persons)	1,783	1,858	1,877

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	1,689,434,936.32	1,822,175,165.27	2,006,810,775.66

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	44.30	44.83	32.25
Employee development and training expenses (baht)	25,170,228.91	43,166,973.81	32,950,616.00

• Health, safety and work environment

	2023	2024	2025
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Total number of lost time injury incidents by employees (Cases)	1	0	0
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Remark : This information is currently under third-party verification and will be disclosed in the ESG Structured Data Report upon completion.

• **Employee retention**

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	1.68	1.88	1.81

• **Significant labor dispute**

	2023	2024	2025
Significant labor dispute	No	No	No

# Corporate Governance Policy

# Corporate Governance Policy

## Overview of the Corporate Governance Policy and Guideline (6.1)

### Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : <https://www.pttor.com/wp-content/uploads/2025/12/TH-CG-Handbook-2568.pdf>

### Policy and Guideline Related to the Board of Directors (6.1.1)

#### Policy and guideline related to the board of directors

Company policy and guideline : Nomination of Directors, Compensation, Independence of the Board of Directors, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

## Code of Conduct (6.2)

### Establishing a Code of Conduct

#### Establishing a Code of Conduct

Code of Conduct : Yes

#### Policy and Guideline related to the Code of Conduct

Company policy and guideline : Preventing of Conflicts of Interest, Preventing the Misuse of Inside Information, Anti-corruption, Whistleblowing



**Corporate Governance Structure  
and Significant Information Regarding  
the Board of Directors, Subcommittees,  
Management,  
Employee and Other Information**

## Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information

### Board of Directors (7.2)

#### Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	15	100.00
Number of male directors	12	80.00
Number of female directors	3	20.00
Number of executive directors	1	6.67
Number of non-executive directors	14	93.33
Number of independent directors	9	60.00

#### Information on the board of directors and persons with authority to control the company (7.2.2)

##### List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. SOMCHAI LERTSUTIWONG Gender: Male Age: 63 years old Highest level of education: Master's degree Major: Marketing Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director)  Director type: Original director	10 Apr 2024	Business Administration, Information & Communication Technology, Marketing, Human Resource Management, Finance

2.	Mr. SUPAT METHEEWORAPOTE Gender: Male Age: 42 years old Highest level of education: Master's degree Major: Finance and Business Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	23 Dec 2020	Finance, Law, Public Administration, Accounting
3.	Prof. Dr. Bundhit Eua-Arporn Gender: Male Age: 60 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	10 Jan 2023	IT Management, Engineering, Business Administration, Energy & Utilities, Accounting
4.	Prof. Dr. PARICHART STHAPITANONDA Gender: Female Age: 57 years old Highest level of education: Doctoral degree Major: International & Intercultural Development Communication Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	5 Apr 2023	Information & Communication Technology, Business Administration, Marketing, Accounting, Public Administration
5.	Pol.Lt.Gen. JIRABHOP BHURIDEJ Gender: Male Age: 50 years old Highest level of education: Doctoral degree Major: Technology and Innovation Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	5 Apr 2023	Law, Business Administration, Human Resource Management, Information & Communication Technology, Accounting

6.	<p>Ms. NANTIKA THANGSUPHANICH</p> <p>Gender: Female</p> <p>Age: 60 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Urban Studies</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Re-elected as director</p>	13 Feb 2024	<p>Information &amp; Communication Technology, Energy &amp; Utilities, Human Resource Management, Public Administration, Engineering</p>
7.	<p>Ms. PATTARALADA SA-NGASANG</p> <p>Gender: Female</p> <p>Age: 59 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	22 Oct 2024	<p>Finance, Accounting, Energy &amp; Utilities, Business Administration</p>
8.	<p>Mr. CHAYA CHANDAVASU</p> <p>Gender: Male</p> <p>Age: 52 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	22 Oct 2024	<p>Engineering, Marketing, Information &amp; Communication Technology, Public Administration</p>
9.	<p>M.L. Peekthong Thongyai</p> <p>Gender: Male</p> <p>Age: 58 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Executive)</p> <p>Director type: Re-elected as director</p>	12 Dec 2024	<p>Business Administration, Energy &amp; Utilities, Finance, Public Administration, Human Resource Management</p>

10.	Mr. TEERACHUN BUNSITH Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Newly appointed director to replace ex-director	4 Apr 2025	Public Administration, Energy & Utilities, Human Resource Management
11.	Mr. TIBORDEE WATTANAKUL Gender: Male Age: 53 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Newly appointed director to replace ex-director	1 May 2025	Finance, Law, Business Administration, Public Administration
12.	Dr. KONGKRAPAN INTARAJANG Gender: Male Age: 58 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Newly appointed director to replace ex-director	1 Oct 2025	Finance, Information & Communication Technology, Business Administration, Energy & Utilities, Human Resource Management
13.	Mr. Danucha Pichayanan Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Newly appointed director to replace ex-director	25 Nov 2025	Business Administration, Engineering, Marketing, Public Administration, Information & Communication Technology

14.	Mr. Somchai Rungsriathananon Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Marketing Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Newly appointed director to replace ex-director	25 Nov 2025	Finance, Accounting, Marketing, Information & Communication Technology, Public Administration
15.	ACM. Rawin Thanomsingha Gender: Male Age: 58 years old Highest level of education: Bachelor's degree Major: Administrative Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Newly appointed director to replace ex-director	25 Nov 2025	Law, Human Resource Management, Public Administration

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

General information	Position	Tenure	Replacement Director
1. Mr. THEERAJ ATHANAVANICH Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 5 Apr 2023 Date directorship ended: 23 Jan 2025	Mr. TIBORDEE WATTANAKUL Date position was assumed: 1 May 2025
2. Mr. CHADIL CHAVANALIKIKORN Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 21 May 2024 Date directorship ended: 1 Oct 2025	Dr. KONGKRAPAN INTARAJANG Date position was assumed: 1 Oct 2025

3.	Mr. VUTTIKRAI LEEWIRAPHAN Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Science in Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 24 Sep 2024 Date directorship ended: 10 Sep 2025	ACM. Rawin Thanomsingha Date position was assumed: 25 Nov 2025
4.	Mr. CHINTAPUN DANSUBUTRA Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 10 Apr 2024 Date directorship ended: 4 Nov 2025	Mr. Somchai Rungsrihananon Date position was assumed: 25 Nov 2025
5.	Mr. TAWATCHAI CHEEVANON Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 10 Apr 2024 Date directorship ended: 27 Oct 2025	Mr. Danucha Pichayanan Date position was assumed: 25 Nov 2025

### Other Information pertaining to committees

The Chairman is an independent director : Yes

The Chairman and the manager are the same person : No

The Chairman and the manager are members of the same family : No

The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings : No

## Sub-committees (7.3)

### Information about sub-committees (7.3.2)

#### Audit Committee

##### List of audit committee members

General information		Position	Date position was assumed	Experience and expertise
1.	Mr. SUPAT METHEEWORAPOTE [1] Gender: Male Age: 42 years old Highest level of education: Master's degree Major: Finance and Business Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)  Director type: Original director	23 Dec 2025	Finance, Law, Public Administration, Accounting
2.	Prof. Dr. PARICHART STHAPITANONDA [1] Gender: Female Age: 57 years old Highest level of education: Doctoral degree Major: International & Intercultural Development Communication Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)  Director type: Original director	21 May 2024	Information & Communication Technology, Business Administration, Marketing, Accounting, Public Administration



3.	Pol.Lt.Gen. JIRABHOP BHURIDEJ [1] Gender: Male Age: 50 years old Highest level of education: Doctoral degree Major: Technology and Innovation Management Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)  Director type: Original director	21 Oct 2025	Law, Business Administration, Human Resource Management, Information & Communication Technology, Accounting
4.	Prof. Dr. Bundhit Eua-Arporn [1] Gender: Male Age: 60 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)  Director type: Newly appointed director to replace ex-director	23 Dec 2025	IT Management, Engineering, Business Administration, Energy & Utilities, Accounting

[1] A director with the accounting expertise needed to review financial statements

#### List of audit committee who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mr. CHINTAPUN DANSUBUTRA [1] Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)	Date position was assumed: 30 Jun 2025 Date directorship ended: 4 Nov 2025	No replacement director

[1] A director with the accounting expertise needed to review financial statements

#### Other sub-committees

## Sub-committees information

Name of sub-committees	List of directors	Position
Corporate Governance and Sustainability Committee	Prof. Dr. PARICHART STHAPITANONDA	Chairman
	Mr. Somchai Rungsrithananon	Member
	ACM. Rawin Thanomsingha	Member
	Mr. CHAYA CHANDAVASU	Member
	Mr. SUPAT METHEEWORAPOTE	Member
Nomination and Remuneration Committee	Prof. Dr. Bundhit Eua-Arporn	Chairman
	Ms. PATTARALADA SA-NGASANG	Member
	Mr. TIBORDEE WATTANAKUL	Member
	Pol.Lt.Gen. JIRABHOP BHURIDEJ	Member
Enterprise Risk Management Committee x	Mr. Danucha Pichayanan	Chairman
	Ms. NANTIKA THANGSUPHANICH	Member
	Ms. PATTARALADA SA-NGASANG	Member
	M.L. Peekthong Thongyai	Member
	Mr. TEERACHUN BUNSITH	Member

## Roles of Sub-committees

Sub-committees responsible for risk management	: Enterprise Risk Management Committee x
Sub-committees responsible for nomination	: Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: Corporate Governance and Sustainability Committee
Sub-committees responsible for corporate sustainability development	: Corporate Governance and Sustainability Committee

## Executives (7.4)

### List and positions of the executive (7.4.1)

#### The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. M.L. Peekthong Thongyai Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Business Administration	Chief Executive Officer	12 Dec 2024	Business Administration, Energy & Utilities, Finance, Public Administration, Human Resource Management
2. Mr. Suchat Ramarch Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Social Development Administration	President	1 Oct 2022	Food & Beverage, Energy & Utilities, Commerce, Marketing, Business Administration
3. Mr. Nisit Phongvutiprapant Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Management	Senior Executive Vice President, Corporate Strategy	1 Jun 2020	Sustainability, Strategic Management, Risk Management, Budgeting, Business Administration
4. Ms. Wilaiwan Kanjanakanti [1] Gender: Female Age: 59 years old Highest level of education: Master's degree Major: Information Technology in Business	Senior Executive Vice President, Finance	1 Oct 2022	Accounting, Finance
5. Mr. Kosala Limaksorn Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Business Administration	Senior Executive Vice President, Organization Effectiveness	1 Oct 2023	Energy & Utilities, Commerce, Human Resource Management

6.	Mr. Songpon Thepnumsommanus Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Business Administration	Senior Executive Vice President, Global Business	1 Oct 2021	Energy & Utilities, Commerce, Marketing, Business Administration
7.	Mr. Kraipit Premmani Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Corporate Finance	Senior Executive Vice President, Lifestyle Business	16 Jul 2024	Food & Beverage, Energy & Utilities, Commerce, Marketing
8.	Mr. Pakorn Suriyabhivadh Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Electrical and Computer Engineering	Senior Executive Vice President, Digital Business and Solutions	1 Oct 2024	IT Management, Data Management, Data Analysis, Digital Marketing
9.	Mr. Patcharodom Limpitsatien Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Law	Senior Executive Vice President, Legal and Corporate Governance	1 Apr 2025	Law
10.	Ms. Rajsuda Rungsiyakull Gender: Female Age: 50 years old Highest level of education: Master's degree Major: Engineering	Senior Executive Vice President, Special Affairs 1	1 Oct 2020	Energy & Utilities, Project Management, Strategic Management, Business Administration
11.	Mr. Piman Poolsri Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Engineering	Senior Executive Vice President, Oil Retail Business	1 Nov 2022	Food & Beverage, Commerce, Marketing, Business Administration, Energy & Utilities
12.	Mr. Paisan Udomkulwanich Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Finance	Senior Executive Vice President, Energy Solutions Business	1 Oct 2020	Commerce, Marketing, Energy & Utilities, Business Administration

13.	Mr. Racha U-Thaichan Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Business Administration	Senior Executive Vice President, Lubricants Business	1 Jul 2022	Commerce, Energy & Utilities, Business Administration, Marketing
14.	Mrs. Kanchanee Udomkulwanich Gender: Female Age: 59 years old Highest level of education: Master's degree Major: Management	Senior Executive Vice President, Petroleum Terminal Operations	1 Oct 2023	Transportation & Logistics, Energy & Utilities
15.	Mr. Surachart Chintavalakorn Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Finance	Vice President, Corporate Finance	1 Jul 2018	Finance
16.	Ms. Patranit Kitta [2] Gender: Female Age: 60 years old Highest level of education: Master's degree Major: General Management	Vice President, Accounting and Tax Management	1 Oct 2018	Accounting

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remark : (1) According to the Notification of the Securities and Exchange Commission No. 17/2551 on Determination of Definitions in Notifications Regarding Issuance and Offering of Securities (including any amendments thereto), Executive means the manager or personnel holding the first four management positions after the manager down, a personnel holding an equivalent position with aforementioned four managerial positions, which shall include a personnel holding an executive position in Accounting or Finance who is a department manager level up or equivalent.

(2) Mrs. Panwadee Putyangkool, Senior Executive Vice President seconded to PTT Retail Management Company Limited in Managing Director position and Mr. Wison Suntharachan, Senior Executive Vice President seconded to Thai Petroleum Pipeline Company Limited in Acting Managing Director Position, does not qualify as an executive under the definition of (1).

(3) The appointment of the Senior Executive Vice President for Special Affairs 2 has not yet been made.

(4) Mr. Patcharodom Limpitsatien appointed on June 1, 2025, replacing vacant position in according to the organization structure.

## Remuneration policy for executives (7.4.2 – 7.4.3)

## Remuneration

	2023	2024	2025
Total executive remuneration (baht)	154,054,215.49	136,378,008.13	139,847,646.28

## Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

## Employees (7.5)

### Information about company employees

#### Employees

Number of male employees (persons) : 1,135

Number of female employees (persons) : 742

**Total number of employees (persons)** : 1,877

#### Employee Remuneration

Total employee remuneration : 2,006,810,775.66

#### Provident fund

Total number of employees (persons) : 1,877

Number of employees contributing to the PVD (persons) : 1,815

Percentage of employees who are members (%) : 96.70

## Other Significant Information (7.6)

### Other significant information

#### Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Ms. PATRANIT KITTA	PATRANIT.K@PTTOR.COM	

- Company secretary

General information	Email	Telephone
1. Ms. NOPPAWAN PHUYCHAROEN	NOPPAWAN.P@PTTOR.COM	

- Head of internal audit

General information	Email	Telephone
1. Ms. WORRAPANIT SITTIBUSAYA	WORRAPANIT.S@PTTOR.COM	

- Head of compliance unit

General information	Email	Telephone
1. Mr. PATCHARODOM LIMPITSATIEN	PATCHARODOM.L@PTTOR.COM	

- Head of investor relations

General information	Email	Telephone
1. Ms. PITIRAT RATTANACHOTE	PITIRAT.R@PTTOR.COM	

#### Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
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1.	EY OFFICE LIMITED	1. Mr KITTIPHUN KIATSOMPHOB Email: kittiphun. kiatsomphob@th.ey.com Telephone: -	8,560,490.00	Details: Fee for agreed-upon procedures, accounting, tax and business advisory fee and other service fees. Total service fee (baht): 24,146,324.00
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Remark : Other audit firm fee 3,877,324.00 THB



# Performance Report on Corporate Governance

# Performance Report on Corporate Governance

## Summary of Director Performance (8.1)

### Selection, development, and evaluation of duty performance of the Board of Directors (8.1.1)

#### List of new directors appointed in the past year

- List of continuing directors (full term of directorship and being re-appointed as a director)

General information	Position	Date position was assumed	Experience and expertise
1. Ms. NANTIKA THANGSUPHANICH Gender: Female Age: 60 years old Highest level of education: Master's degree Major: Urban Studies Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Re-elected as director	Date position was assumed: 13 Feb 2024	Information & Communication Technology, Energy & Utilities, Human Resource Management, Public Administration, Engineering
2. M.L. Peekthong Thongyai Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	Date position was assumed: 12 Dec 2024	Business Administration, Energy & Utilities, Finance, Public Administration, Human Resource Management

- List of newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
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1.	Mr. TEERACHUN BUNSITH Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Newly appointed director to replace ex-director	Date position was assumed: 4 Apr 2025	Public Administration, Energy & Utilities, Human Resource Management
2.	Mr. TIBORDEE WATTANAKUL Gender: Male Age: 53 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Newly appointed director to replace ex-director	Date position was assumed: 1 May 2025	Finance, Law, Business Administration, Public Administration
3.	Dr. KONGKRAPAN INTARAJANG Gender: Male Age: 58 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Newly appointed director to replace ex-director	Date position was assumed: 1 Oct 2025	Finance, Information & Communication Technology, Business Administration, Energy & Utilities, Human Resource Management
4.	Mr. Danucha Pichayanan Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Newly appointed director to replace ex-director	Date position was assumed: 25 Nov 2025	Business Administration, Engineering, Marketing, Public Administration, Information & Communication Technology
5.	Mr. Somchai Rungsriphananon Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Marketing Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Newly appointed director to replace ex-director	Date position was assumed: 25 Nov 2025	Finance, Accounting, Marketing, Information & Communication Technology, Public Administration

6.	ACM. Rawin Thanomsingha	Director	Date position was assumed:	Law, Human Resource
	Gender: Male	(Non-executive,		Management, Public
	Age: 58 years old	Independent director)	25 Nov 2025	Administration
	Highest level of education:			
	Bachelor's degree	Director type: Newly		
	Major: Administrative Science	appointed director to		
	Thai nationality: Yes	replace ex-director		
	Residing in Thailand: Yes			

### Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. SOMCHAI LERTSUTIWONG	Chairman of the board	Non-participating
Mr. SUPAT METHEEWORAPOTE	Director	Non-participating
Prof. Dr. Bundhit Eua-Arporn	Director	Non-participating
Prof. Dr. PARICHART STHAPITANONDA	Director	Participating
Pol.Lt.Gen. JIRABHOP BHURIDEJ	Director	Non-participating
Ms. NANTIKA THANGSUPHANICH	Director	Non-participating
Ms. PATTARALADA SA-NGASANG	Director	Non-participating
Mr. CHAYA CHANDAVASU	Director	Non-participating
M.L. Peekthong Thongyai	Director	Non-participating
Mr. TEERACHUN BUNSITH	Director	Participating
Mr. TIBORDEE WATTANAKUL	Director	Non-participating
Dr. KONGKRAPAN INTARAJANG	Director	Non-participating
Mr. Danucha Pichayanan	Director	Non-participating
Mr. Somchai Rungsriphananon	Director	Non-participating
ACM. Rawin Thanomsingha	Director	Non-participating

## Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment, Individual-director assessment (self-assessment), Cross-assessment (Assessment of another director)

## Meeting attendance and remuneration to each Board member (8.1.2)

### Meeting attendance of the board of directors

Number of board meetings (times) : 20

Date of AGM meeting : 4 Apr 2025

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. SOMCHAI LERTSUTIWONG (Chairman of the board)	-	20/20	Participating	Did not hold the meeting
2.	Mr. SUPAT METHEEWORAPOTE (Director)	-	20/20	Participating	Did not hold the meeting
3.	Prof. Dr. Bundhit Eua-Arporn (Director)	-	20/20	Participating	Did not hold the meeting
4.	Prof. Dr. PARICHART STHAPITANONDA (Director)	-	20/20	Participating	Did not hold the meeting
5.	Pol.Lt.Gen. JIRABHOP BHURIDEJ (Director)	-	19/20	Participating	Did not hold the meeting
6.	Ms. NANTIKA THANGSUPHANICH (Director)	-	19/20	Participating	Did not hold the meeting
7.	Ms. PATTARALADA SA-NGASANG (Director)	-	20/20	Participating	Did not hold the meeting
8.	Mr. CHAYA CHANDAVASU (Director)	-	20/20	Participating	Did not hold the meeting

9.	M.L. Peekthong Thongyai (Director)	-	20/20	Participating	Did not hold the meeting
10.	Mr. TEERACHUN BUNSITH (Director)	-	14/15	Non-participating	Did not hold the meeting
11.	Mr. TIBORDEE WATTANAKUL (Director)	-	13/13	Non-participating	Did not hold the meeting
12.	Dr. KONGKRAPAN INTARAJANG (Director)	-	5/5	Non-participating	Did not hold the meeting
13.	Mr. Danucha Pichayanan (Director)	-	2/2	Non-participating	Did not hold the meeting
14.	Mr. Somchai Rungsriphananon (Director)	-	2/2	Non-participating	Did not hold the meeting
15.	ACM. Rawin Thanomsingha (Director)	-	2/2	Non-participating	Did not hold the meeting
16.	Mr. THEERAJ ATHANAVANICH (Director)	23 Jan 2025	1/1	Non-participating	Did not hold the meeting
17.	Mr. CHADIL CHAVANALIKIKORN (Director)	1 Oct 2025	15/15	Participating	Did not hold the meeting
18.	Mr. VUTTIKRAI LEEWIRAPHAN (Director)	10 Sep 2025	9/13	Participating	Did not hold the meeting
19.	Mr. CHINTAPUN DANSUBUTRA (Director)	4 Nov 2025	16/16	Participating	Did not hold the meeting
20.	Mr. TAWATCHAI CHEEVANON (Director)	27 Oct 2025	16/16	Participating	Did not hold the meeting

#### Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. SOMCHAI LERTSUTIWONG (Chairman of the board)	-	1,125,000.00	2,188,556.97	No
2.	Mr. SUPAT METHEEWORAPOTE (Director)	-	900,000.00	1,984,794.50	No
3.	Prof. Dr. Bundhit Eua-Arporn (Director)	-	900,000.00	1,984,794.50	No

4.	Prof. Dr. PARICHART STHAPITANONDA (Director)	-	900,000.00	1,984,794.50	No
5.	Pol.Lt.Gen. JIRABHOP BHURIDEJ (Director)	-	900,000.00	1,984,794.50	No
6.	Ms. NANTIKA THANGSUPHANICH (Director)	-	840,000.00	1,805,960.07	No
7.	Ms. PATTARALADA SA-NGASANG (Director)	-	900,000.00	672,437.25	No
8.	Mr. CHAYA CHANDAVASU (Director)	-	900,000.00	672,437.25	No
9.	M.L. Peekthong Thongyai (Director)	-	900,000.00	468,010.49	No
10.	Mr. TEERACHUN BUNSITH (Director)	-	600,000.00	267,000.00	No
11.	Mr. TIBORDEE WATTANAKUL (Director)	-	480,000.00	240,000.00	No
12.	Dr. KONGKRAPAN INTARAJANG (Director)	-	180,000.00	90,000.00	No
13.	Mr. Danucha Pichayanan (Director)	-	60,000.00	36,000.00	No
14.	Mr. Somchai Rungsrihananon (Director)	-	60,000.00	36,000.00	No
15.	ACM. Rawin Thanomsingha (Director)	-	60,000.00	36,000.00	No
16.	Mr. THEERAJ ATHANAVANICH (Director)	23 Jan 2025	60,000.00	1,646,794.50	No
17.	Mr. CHADIL CHAVANALIKIKORN (Director)	1 Oct 2025	720,000.00	1,306,139.70	No
18.	Mr. VUTTIKRAI LEEWIRAPHAN (Director)	10 Sep 2025	480,000.00	699,739.45	No
19.	Mr. CHINTAPUN DANSUBUTRA (Director)	4 Nov 2025	780,000.00	1,927,794.50	No
20.	Mr. TAWATCHAI CHEEVANON (Director)	27 Oct 2025	780,000.00	1,924,794.50	No

## Report on the Audit Committee's Performance for the Past Year (8.2)

### Report on the audit committee's performance for the past year

#### Meeting attendance of audit committee

Number of Audit committee meetings (times) : 20

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. SUPAT METHEEWORAPOTE (Chairman of the audit committee)	-	19/20
2.	Prof. Dr. PARICHART STHAPITANONDA (Audit committee)	-	20/20
3.	Pol.Lt.Gen. JIRABHOP BHURIDEJ (Audit committee)	-	3/4
4.	Prof. Dr. Bundhit Eua-Arporn (Audit committee)	-	0/0
5.	Mr. CHINTAPUN DANSUBUTRA (Chairman of the audit committee)	4 Nov 2025	16/16