

## 3. Driving Business toward Sustainability

### 3.1 Sustainability Management Policy and Goals

Sea Oil Public Company Limited and its subsidiaries (the “Group”) are committed to conducting business in accordance with the principles of sustainable development under good corporate governance. The Group operates its business with responsibility toward society and the environment, taking into consideration the impacts on all stakeholder groups and striving to create balance throughout the business value chain across economic, social, and environmental dimensions. This commitment aims to create long-term value and drive the organization toward sustainable growth, in alignment with the Company’s vision and mission:

“To become a leading petroleum organization for a sustainable society.”

The Board of Directors recognizes the importance of responsible business operations and long-term value creation for all stakeholders. The Board is committed to driving the organization toward sustainable growth by integrating environmental, social, and governance (ESG) considerations into the Company’s business strategy, risk management processes, and organizational decision-making (ESG Integration). To ensure effective oversight and management of sustainability, the Board has established a clear governance structure to supervise, monitor, and support the Company’s operations in accordance with the principles of good corporate governance, transparency, and internationally recognized governance standards. This governance framework serves as a foundation for the Company’s long-term sustainable growth.

#### Sustainability Policy

The Board of Directors has established a sustainability development policy to serve as a framework for defining the Company’s direction, strategy, and sustainability goals. The policy is aligned with the Company’s vision, mission, and business plans, and is integrated into risk management processes and business decision-making. This enables the Company to appropriately respond to changes in economic, social, and environmental factors and to create sustainable value for all stakeholder groups.

The Company is committed to conducting business in accordance with the principles of sustainable development, emphasizing transparent and ethical operations. The Company seeks to enhance its competitiveness through innovation, while respecting human rights and responsibly engaging with all stakeholders. In addition, the Company focuses on employee and community development, efficient resource management, and minimizing environmental impacts, in order to drive long-term sustainable growth.

#### Sustainability Management Goals

The Company has established sustainability goals at the strategic level to support long-term growth, with the objective of becoming an organization that achieves a balanced performance between business results and social and environmental responsibility, under transparent operations and good corporate governance practices.

The Company places importance on driving the organization toward carbon neutrality and achieving net zero greenhouse gas emissions, alongside integrating ESG principles into all business processes and investment decision-making. These efforts aim to enhance competitiveness and create sustainable value for all stakeholders.

The Company has defined its sustainability goals to address key material issues under the following three main dimensions of its sustainability framework:

## Sustainability Framework



### Vision

“ To be a leading petroleum company driving sustainable growth for society.”

### Target by 2030

Carbon Neutrality (Scope1&2)

### Target by 2050

Net Zero



### Strategic Pillars for Sustainable Growth

- Business Growth & Diversification
- Sustainability & Climate Action
- Governance, Risk & ESG Integration
- Safety & Operational Excellence
- Customer & Stakeholder Value

### Materiality ESG Topic

#### Environment

- Climate Change
- Loss & Waste Management
- Sustainable Product Development

#### Social

- Safety
- Human Capital
- Human Right
- Community Engagement

#### Governance

- Sustainable Supply Chain
- CRM
- CG & Risk Management
- Market Analysis

### ESG Strategic Themes

#### Environment

- Energy Efficiency
- Loss & Waste Management
- GHG Reduction (Scope 1,2,3)
- Green Product Development

#### Social

- Safety Culture & Zero Accident
- Employee Development
- Human rights
- Community Engagement

#### Governance

- Compliance & Anti-Corruption
- ERM + ESG Risk
- Sustainable Supply Chain
- IT & Data Governance

## Environmental Dimension

### 1) Climate Change Response

The Company aims to support government policies on greenhouse gas reduction and the promotion of a low-carbon economy. The Company has set targets to continuously reduce greenhouse gas emissions from its operational processes, alongside efficient energy and resource management. In addition, the Company promotes the adoption of environmentally friendly technologies to support its transition toward net zero greenhouse gas emissions (Net Zero Emissions) by 2050.















### 2) Waste and Operational Waste Management

The Company places importance on systematic waste management, with a focus on waste reduction at source, waste segregation, reuse, recycling, and proper disposal in compliance with relevant laws and technical standards. These efforts are undertaken in accordance with the 3Rs principle (Reduce, Reuse, Recycle). The Company also monitors and oversees waste disposal service providers to ensure compliance with applicable standards. The Company has set targets to ensure 100% of waste is properly managed and to continuously increase the rate of waste reutilization.

### 3) Sustainable Product Development and Procurement

The Company has a policy to support and promote the use of environmentally friendly products, as well as to establish collaboration with business partners in developing innovative, environmentally friendly products for the marine transportation industry.

## Sustainability Targets and Performance for 2025

Sustainability Goals		Performance Results 2025	SDGs
<b>Waste Management (GRI303)</b>	Number of environmental complaints: 0 cases Wastewater quality complies with legal standards 100% Amount of waste generated from the catering business: Not exceeding 42,000 kilograms per year	0 cases 100% 22,120 Kilograms	    
<b>Climate Change Management (GRI301, GRI302)</b>	Certified and verified Organizational Carbon Footprint (CFO) Carbon Neutrality target by 2030 Net Zero Greenhouse Gas Emissions target by 2050	Certified and verified Organizational Carbon Footprint (CFO) - -	   
<b>Sustainable Product Development (GRI305)</b>	Obtained international certification for environmental management	Obtained ISO 14001:2015 and ISCC Certifications	    

## Social Dimension

### Safety and Stakeholder Trust

The Company places the highest priority on operational safety, with the objective of achieving zero workplace accidents (Zero Accident) and preventing any significant oil spill incidents. The Company continuously enhances the safety competency of its personnel, while simultaneously improving service quality and fostering positive relationships with local communities. These efforts aim to strengthen stakeholder trust and promote sustainable, shared growth.












### Human Rights and Fair Labor Practices

The Company emphasizes the development of human capital and the cultivation of employee engagement across the organization. The Company respects human rights and ensures fair labor practices in accordance with applicable laws and international standards, with zero tolerance for discrimination, forced labor, or child labor. The Company promotes a safe working environment that respects human dignity and requires 100% of employees to undergo training on human rights and business ethics, with no significant cases of human rights violations. In addition, the Company extends these standards throughout its value chain by implementing ongoing ESG assessments for business partners, aiming to establish responsible and sustainable practices across the entire value chain.

### Community and Social Development Engagement

The Company is committed to creating value for society by improving quality of life, generating employment opportunities, and encouraging local participation. The Company allocates appropriate budgets to support social development activities that strengthen economic resilience, community well-being, and long-term shared growth with surrounding communities.

### Sustainability Targets and Performance for 2025











Sustainability Goals		Performance Results 2025	SDGs
<b>Safety</b> (GRI403, GRI410, GRI416)	Number of work-related accidents (Zero Accident): 0 cases	0 cases	 
	At least two community projects related to safety promotion and drug prevention per year.	4 projects	
	Employees at all levels receive an average of at least 30 training hours per person per year.	52 hours	   
	At least 50% of total employees are hired from the local community.	79.75%	
	At least two projects supporting education and sports for children and youth.	4 projects	
<b>Human Rights</b> (GRI410, GRI411)	Number of labor related complaints or human rights violation lawsuits: 0 cases.	0 cases	    

## Economic and Governance Dimension

The Company is committed to achieving financial stability and delivering consistent business performance growth, alongside strong corporate governance that is transparent, accountable, and verifiable. The Company continuously enhances its corporate governance practices and adheres strictly to its anti-corruption and anti-bribery policy, with a zero-tolerance approach (Zero Case) toward corruption.

The Company places strong emphasis on maintaining service quality and operational standards, while promoting innovation and the adoption of technology to improve operational efficiency. In addition, the Company manages its supply chain responsibly by integrating ESG principles throughout the entire process. These efforts aim to build stakeholder confidence and support the Company’s long-term sustainable growth.

### Sustainability Targets and Performance for 2025

Sustainability Goals		Performance Results 2025	SDGs
<b>Customer Relationship Management</b> (GRI416, GRI418)	Customer satisfaction score: not less than 90%	96%	  
<b>Sustainable Supply Chain</b> (GRI102, GRI414)	Percentage of Tier 1 suppliers that have signed and acknowledged the Code of Business Conduct: 100% (for procurement value of at least THB 1 million per year).  Number of complaints from business partners: 0 cases.	100%  0 cases	  
<b>Good Corporate Governance and Risk Management</b> (GRI102, GRI103)	CGR assessment result: Excellent level Received SET ESG Rating recognition.  Number of complaints related to corruption, ethics, and business conduct: 0 cases.  Percentage of employees who received training and passed assessments on business ethics, personal data protection, and anti corruption: 100%.  Certified membership in the Collective Action Coalition Against Corruption (CAC)	Excellent Received an “A” rating 0 cases 100% Second renewal obtained	  
<b>Financial Stability and Consistent Return Generation</b>	Ensuring Continuous Dividend Payments to Shareholders in Line with the Dividend Policy	Payment of Dividends in Compliance with the Approved Dividend Policy	

## Review of Sustainability Policies and/or Sustainability Management Targets over the Past Year

The Group conducts an analysis and review of material sustainability issues at least once a year, or when there are significant changes. This process aims to prioritize issues that may impact the business across the entire value chain and to utilize the outcomes in defining strategies, targets, and action plans that are aligned with the prevailing economic, social, and environmental context. Progress and performance are monitored and regularly reported to the Board of Directors or the relevant Board committees.

The Nomination, Remuneration, Corporate Governance, and Sustainability Committee, in collaboration with management, has reviewed and enhanced the sustainability framework to comprehensively cover all dimensions, including the economic and governance, social, and environmental aspects. The framework is aligned with the United Nations Sustainable Development Goals (SDGs) and supported by clearly defined strategies, performance indicators, and implementation approaches to drive the organization toward tangible and continuous achievement of its sustainability objectives.

In 2025, the Company further refined and elevated its sustainability policies and targets to better align with its business direction and international standards. These enhancements focused on the following key material issues:

### Corporate Governance Enhancement

The Company has established an Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT) policy to strengthen its internal control systems and governance framework in compliance with applicable laws and regulations. This policy also takes into account the protection of stakeholders from a social perspective, thereby enhancing the Company's transparency, credibility, and long-term organizational stability.

In addition, the Company has reviewed and improved its Whistleblowing Policy by expanding and enhancing reporting and feedback channels to ensure broader coverage and greater accessibility. This aims to encourage stakeholder participation and support an organizational culture rooted in ethics, integrity, and transparency.

The Company has also continuously reviewed and updated its sustainability-related governance policies in other areas. Further details can be found in the Corporate Governance section of this report.

### (Environmental Target Enhancement

To align with industry direction and trends, the Company has reviewed and enhanced its sustainability targets by defining carbon neutrality and net zero greenhouse gas emissions (Net Zero Emissions) targets that are more appropriate and better aligned with its business context and operational capabilities.

## Sustainability Governance Structure

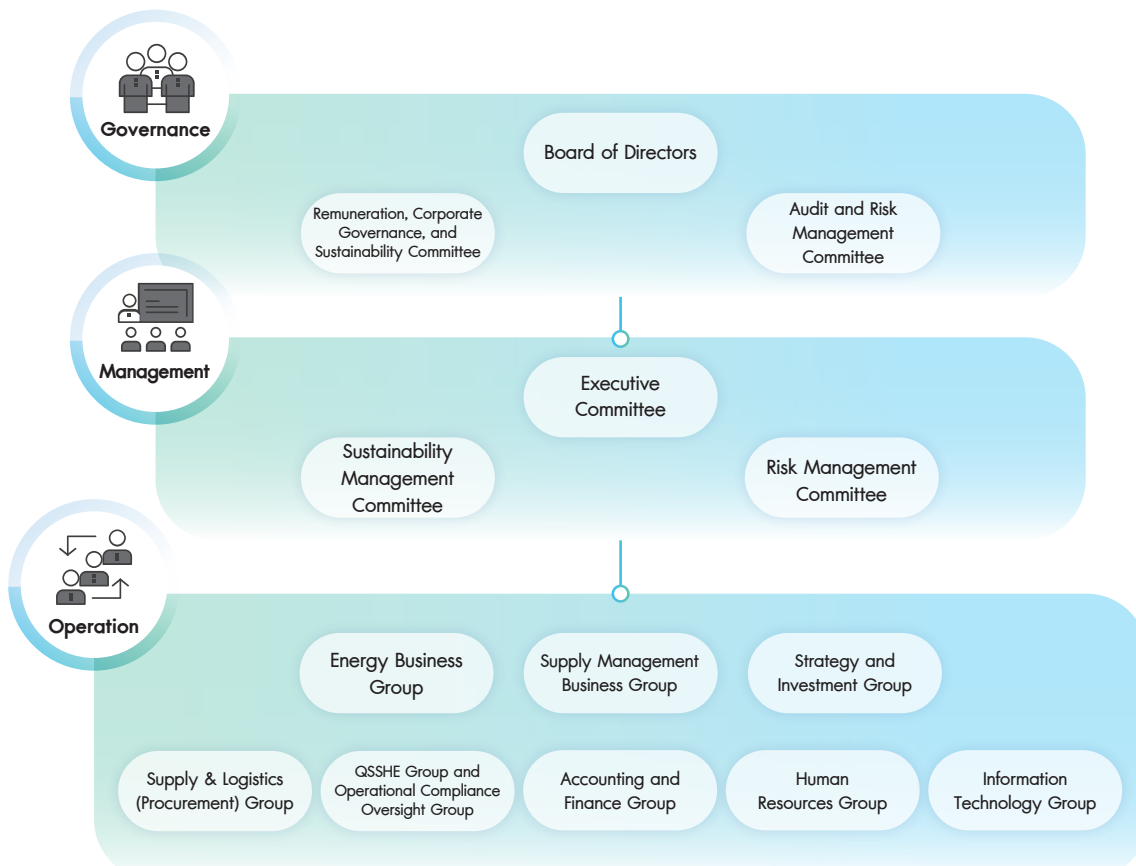
The Board of Directors recognizes the importance of conducting business responsibly while creating long-term value for all stakeholder groups (Long-term Value Creation). The Board is committed to driving the organization toward sustainable growth through the systematic integration of environmental, social, and governance (Environment, Social, and Governance: ESG) considerations into the Company’s business strategy, risk management processes, and organizational decision-making (ESG Integration). To ensure effective oversight and management of sustainability, the Board of Directors has established a clear governance structure by appointing three Board committees, namely:

1. the Audit and Risk Management Committee,
2. the Nomination, Remuneration, Corporate Governance, and Sustainability Committee, and
3. the Executive Committee.

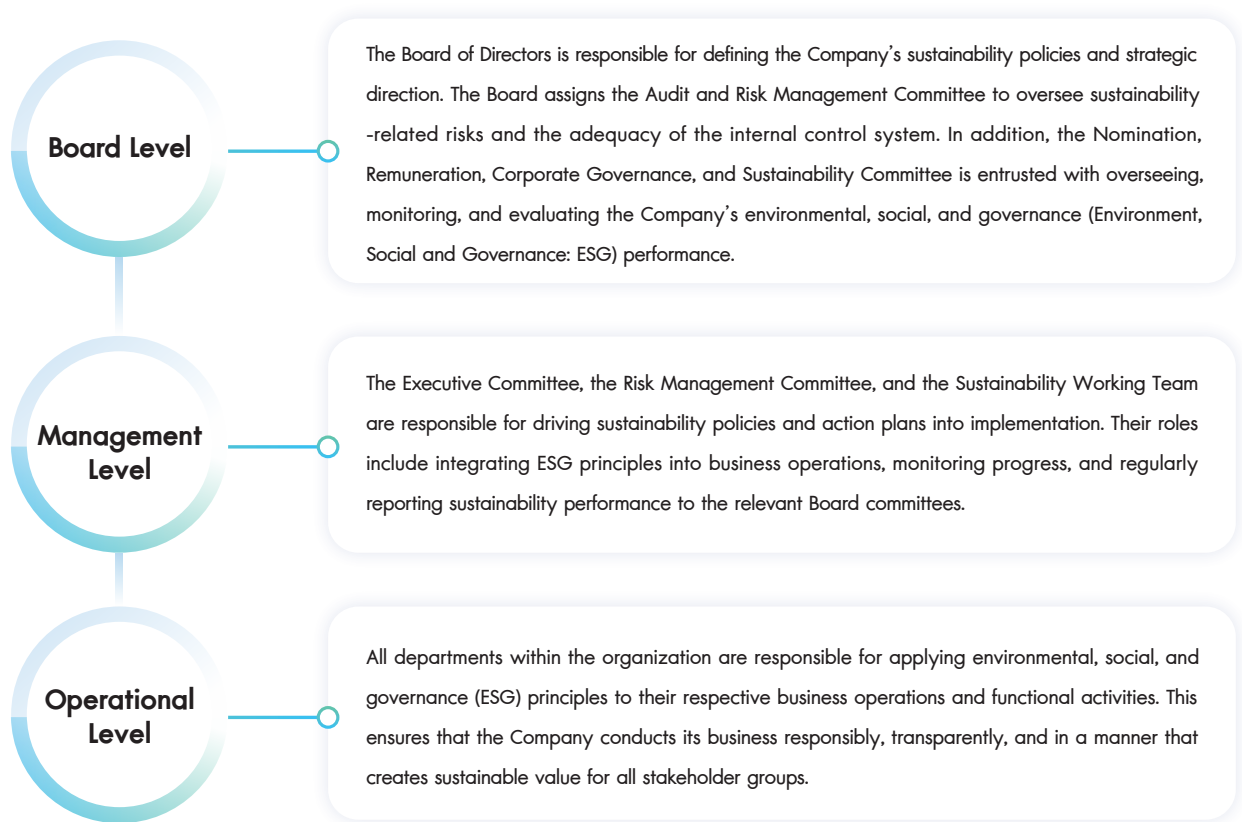
These committees are responsible for supervising, monitoring, and supporting the Company’s operations in accordance with the principles of good corporate governance, transparency, and recognized governance standards, thereby driving the Company toward sustainable organizational growth.

The Board of Directors has assigned the Nomination, Remuneration, Corporate Governance, and Sustainability Committee to oversee and drive the Company’s sustainability agenda. The Committee is responsible for defining sustainability policies, direction, and strategies, as well as continuously monitoring ESG performance and reporting progress to the Board of Directors. This structure supports strategic decision-making and ensures that sustainability performance is effectively implemented and achieved in a concrete and measurable manner (Sustainability Performance).

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The Company has established a sustainability governance structure by clearly defining roles and responsibilities for oversight and implementation at each level, as follows:



## Sustainability Materiality Assessment

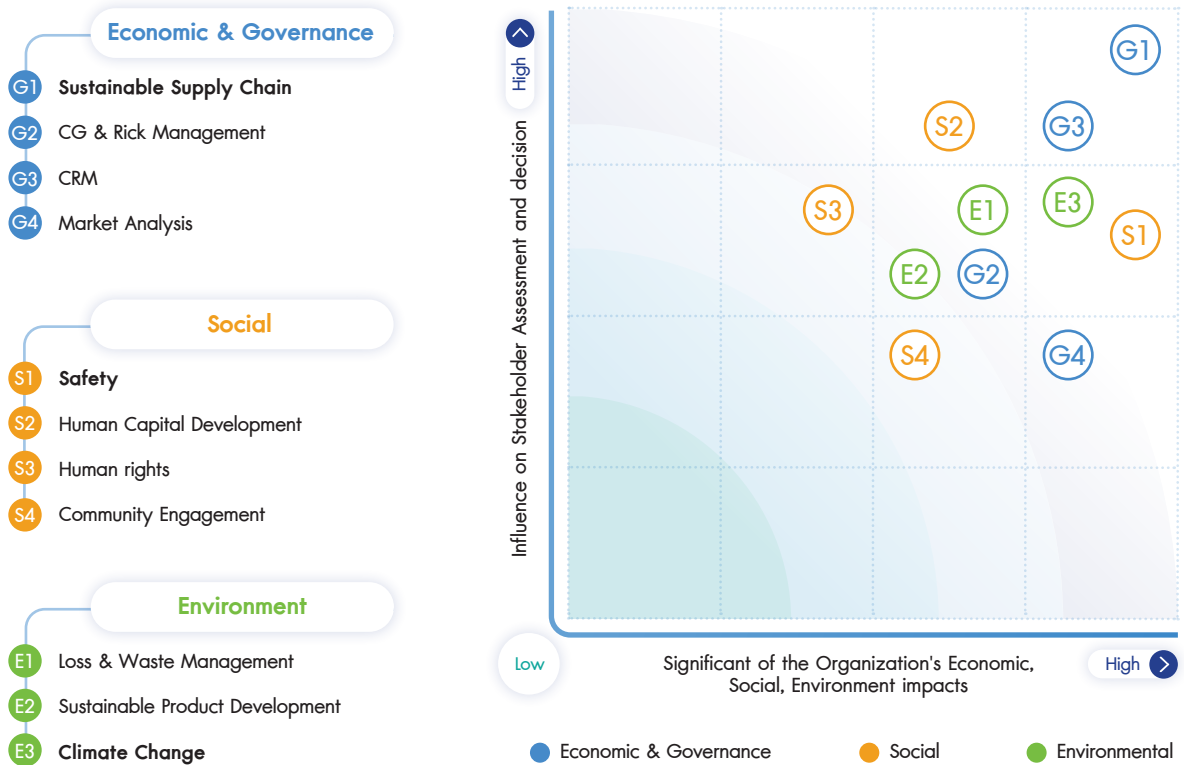
The Company conducts a Sustainability Materiality Assessment in accordance with the Global Reporting Initiative (GRI) standards to identify sustainability issues that are material to its business operations and have significant impacts on stakeholders across economic, social, and environmental dimensions. The results of this assessment serve as a critical foundation for defining the Company's sustainability strategies and management approaches.

The Company places strong emphasis on stakeholder engagement throughout the materiality assessment process to ensure that material issues are appropriately and effectively managed. The process for identifying and prioritizing sustainability issues is conducted as follows:



## Results of the Sustainability Materiality Assessment

In 2025, the Company conducted the identification and prioritization of sustainability issues through a structured materiality assessment process. The results were reviewed by the Nomination, Remuneration, Corporate Governance, and Sustainability Committee prior to being submitted to the Board of Directors for consideration and approval. The identified sustainability issues were subsequently categorized according to their level of materiality, as outlined below:



## Overview of Sustainable Development Performance for 2025



Social

Number of Workplace Accidents: **0** Cases



Average Training Hours:  
**52** Hours per Person per Year



Turnover Rate **1.18%**



Local Employment and Community Economic Contribution: **79.75%** of Total Workforce



Number of Safety Promotion and  
Anti-Drug Initiatives: **4** Projects

Number of Education and  
Sports Support Projects for Youth: **2** Projects

Number of Complaints Related to Human Rights, Labor Practices, and Community and Social Issues **0** cases

Environmental

The Oil Trading business reduced electricity consumption  
by **16.03%** compared to the base year.

The Catering business reduced electricity consumption  
by **27.43%** compared to the base year.

The Catering business reduced operational waste  
by **11,295 kilograms** compared to the previous year.



Total Value of Environmentally Friendly  
Product Purchases: THB **533,025**

Certified Verification of Organizational Carbon Footprint Across All  
Businesses and Scopes, with **2024** Designated as the Base Year

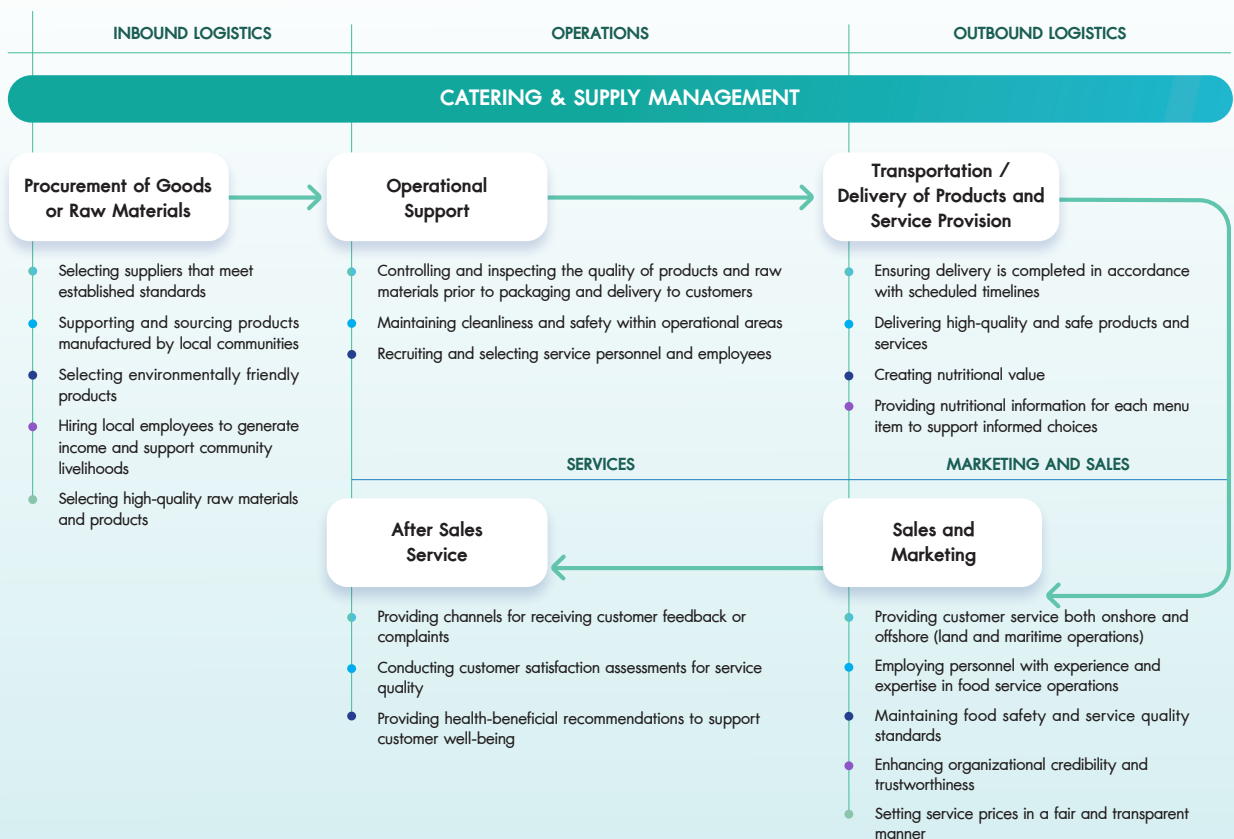
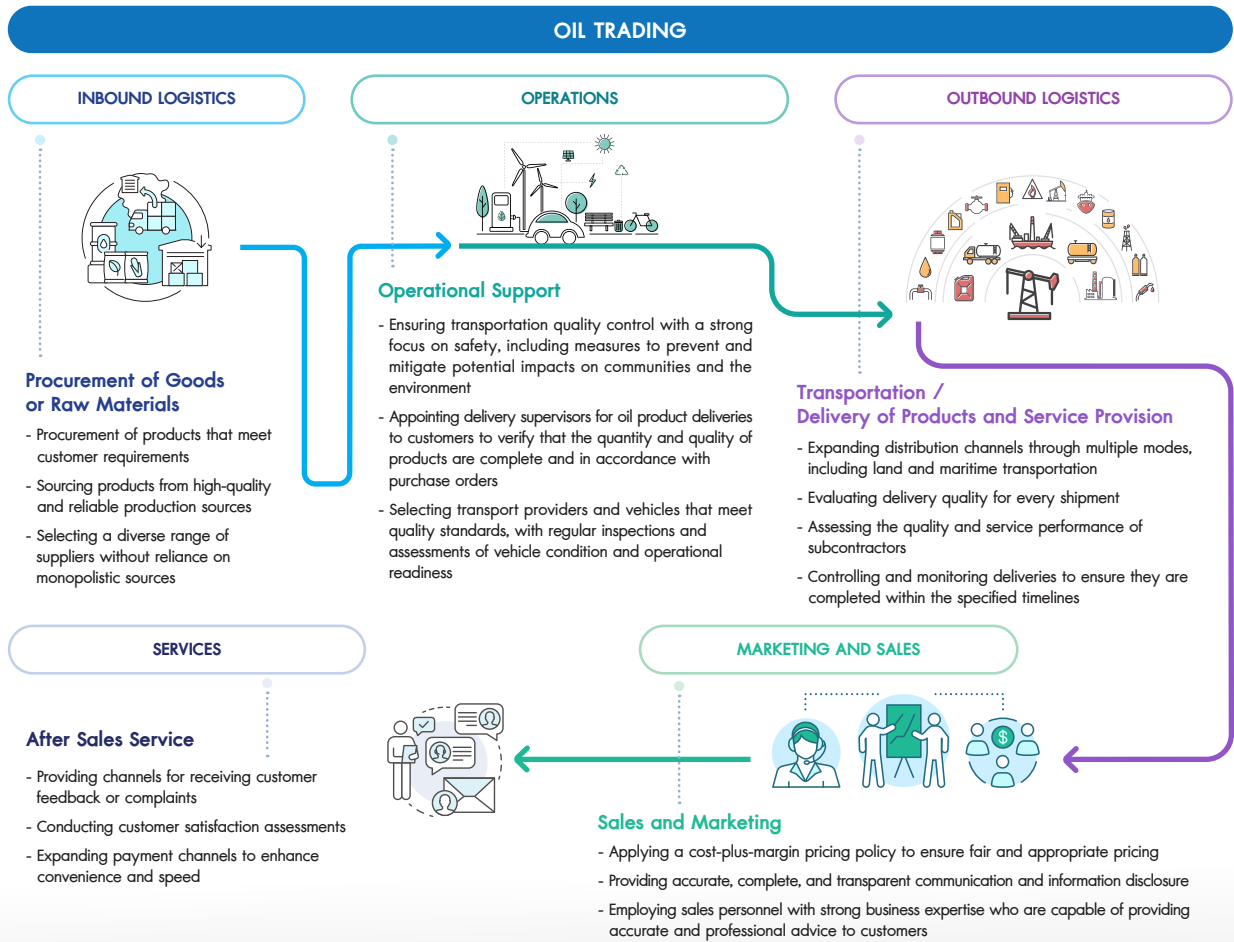
Number of Environmental Complaints from Communities and Business Partners: **0** Cases

Obtained **ISCC EU** (International Sustainability and Carbon Certification) as an Energy Products Trader



## 3.2 Management of Impacts on Stakeholders across the Business Value Chain

### 3.2.1 Business Value Chain

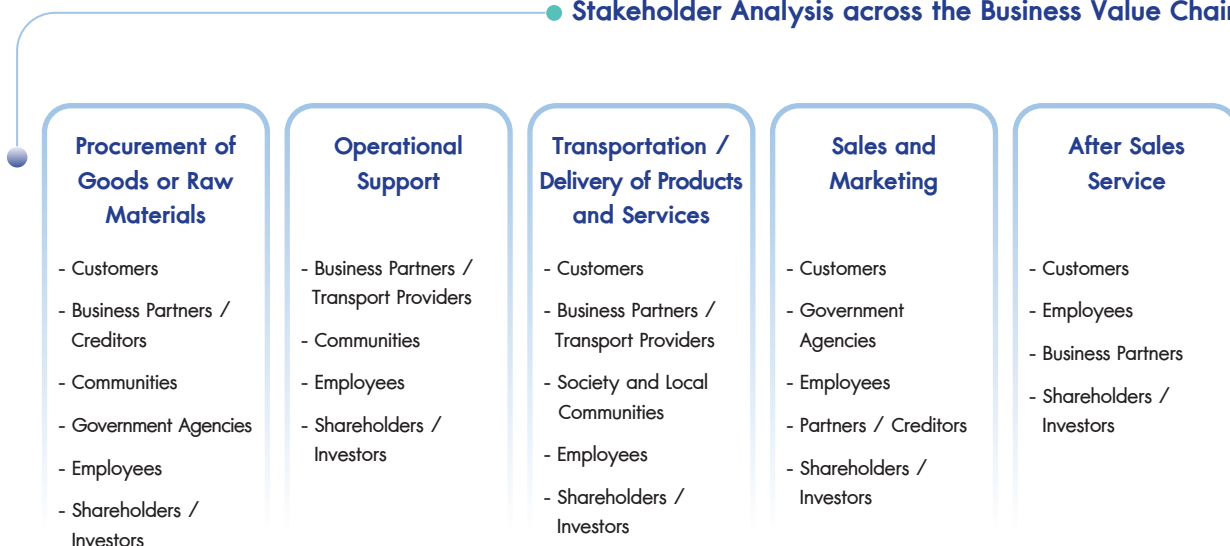


### 3.2.2 Stakeholder Analysis across the Business Value Chain

The Company recognizes the importance of engaging with stakeholders throughout the business value chain as part of its social sustainability objectives. This engagement supports the promotion of human rights by providing stakeholders with opportunities to freely express their views, and serves as a basis for analyzing key issues relevant to the Company’s sustainable development. The Company has established a stakeholder engagement process as follows:

1. Identifying stakeholder groups that are directly and indirectly affected by the Company’s business operations
2. Analyzing both positive and negative impacts, as well as the expectations of each stakeholder group
3. Prioritizing stakeholders based on the level of impact through a risk assessment process
4. Establishing communication channels to gather feedback and receive complaints from all stakeholder groups, both internal and external. These channels include customer satisfaction surveys, complaint submission via letters, email, or the Company’s website, as well as meetings with customers to receive feedback or address service-related issues for continuous improvement
5. Assigning responsible persons or units to manage material issues or address stakeholder complaints
6. Monitoring performance and follow-up actions, including corrective measures taken to address identified issues

#### ● Stakeholder Analysis across the Business Value Chain



In addition to engaging with external stakeholders, the Company places strong importance on the engagement of internal stakeholders within the organization. Internal stakeholder engagement fosters collaboration among different departments at all levels of the organization, which is a key component in driving sustainable organizational development. Such engagement includes the establishment of working committees or cross functional teams comprising representatives or executives from various functions within the organization. These platforms encourage the exchange of ideas, perspectives, and insights, thereby enhancing cooperation and ensuring effective implementation of the Company’s strategies.

## Summary of Stakeholder Expectations Impacting Business Operations

### Details of Stakeholder Analysis across the Business Value Chain

Stakeholders	Expectation of Stakeholders	Responding to Stakeholder Expectations	Stakeholder Engagement and Communication Channels
<b>Internal Stakeholders</b>			
<ul style="list-style-type: none"> <li>- Shareholders</li> </ul>	<ul style="list-style-type: none"> <li>- Business growth and long-term value creation</li> <li>- Strong operating performance and consistent dividend payments</li> <li>- Transparency in business operations</li> <li>- Providing opportunities for stakeholders to exercise their entitled rights</li> </ul>	<ul style="list-style-type: none"> <li>- Conducting business in accordance with good corporate governance principles, with transparency and ethical practices</li> <li>- Ensuring financial stability and delivering strong and consistent business performance</li> </ul>	<ul style="list-style-type: none"> <li>- Online communication and engagement channels</li> <li>- Annual General Meeting of Shareholders (AGM)</li> <li>- Other channels as appropriate</li> <li>- Opportunity Day activities</li> </ul>
<ul style="list-style-type: none"> <li>- Employees</li> </ul>	<ul style="list-style-type: none"> <li>- Fair compensation and employee benefits</li> <li>- A safe and healthy working environment</li> <li>- Employee capability and skills development</li> <li>- Career growth and advancement opportunities</li> </ul>	<ul style="list-style-type: none"> <li>- Policies on human capital development and the provision of appropriate and fair compensation and employee benefits</li> <li>- Creating a safe working environment to protect life and property in accordance with the QSSHE Policy</li> <li>- Respecting human rights and ensuring equal and fair treatment of labor</li> <li>- Promoting a Happy Workplace through employee engagement and well-being activities</li> <li>- Providing training and development programs to enhance both hard skills and soft skills</li> </ul>	<ul style="list-style-type: none"> <li>- Internal meetings within the organization</li> <li>- Complaint handling and grievance submission channels</li> <li>- Employee engagement surveys</li> <li>- Employee satisfaction surveys</li> <li>- Training programs and seminars</li> </ul>
<ul style="list-style-type: none"> <li>- Customers</li> </ul>	<ul style="list-style-type: none"> <li>- A diverse range of high-quality products, timely delivery, and complete delivery quantities</li> <li>- Fast and responsive service</li> <li>- Safety, occupational health, and minimization of environmental impacts</li> <li>- Protection of customer data and information security</li> </ul>	<ul style="list-style-type: none"> <li>- Expanding product diversity</li> <li>- Maintaining product quality and enhancing service standards, while promoting the development of innovation and new technologies</li> <li>- Ensuring service quality standards in accordance with ISO 9001:2015 and ISO 14001:2015</li> <li>- Managing customer complaints in a prompt and efficient manner</li> <li>- Implementing a personal data protection policy and information security control measures in compliance with ISO 27001</li> <li>- Complying with GMP, HACCP, and Food Safety Hygiene Practice standards</li> </ul>	<ul style="list-style-type: none"> <li>- Online communication and engagement channels</li> <li>- Meetings with external organizations</li> <li>- Complaint handling and grievance submission channels</li> <li>- Customer satisfaction surveys</li> </ul>

Stakeholders	Expectation of Stakeholders	Responding to Stakeholder Expectations	Stakeholder Engagement and Communication Channels
<b>Internal Stakeholders</b>			
<ul style="list-style-type: none"> <li>- Suppliers</li> <li>- Business Partners / Strategic Partners</li> <li>- Subcontractors</li>   <li>- Communities</li> <li>- Society</li> <li>- Government Authorities and Regulatory Agencies</li> </ul>	<ul style="list-style-type: none"> <li>- Selecting suppliers through a transparent and fair process</li> <li>- Developing suppliers to enable mutual and sustainable growth</li>   <li>- Environmental impacts arising from business operations, including transportation activities and waste disposal</li> <li>- Ethical business conduct and compliance with applicable laws and regulations</li> <li>- Climate change</li> </ul>	<ul style="list-style-type: none"> <li>- Respecting human rights, equality, and non discrimination</li> <li>- Implementing an efficient and transparent procurement system</li> <li>- Compliance with agreed contractual terms and commitments</li> <li>- Communicating and promoting quality, safety, occupational health, environmental policies, and the Code of Business Conduct to suppliers, and encouraging mutual compliance</li>   <li>- Conducting business fairly in accordance with business ethics, the Code of Business Conduct, and Corporate Social Responsibility (CSR) policies</li> <li>- Implementing QSSHE policies and complying with ISO 14001:2015 environmental management standards</li> <li>- Listening to community feedback and suggestions</li> <li>- Creating employment opportunities and supporting local economic development</li> <li>- Supporting and promoting educational initiatives for youth</li> <li>- Raising environmental awareness and conserving the environment, including protecting important local ecosystems surrounding the communities</li> </ul>	<ul style="list-style-type: none"> <li>- Online communication and engagement channels</li> <li>- Meetings with external organizations</li> <li>- Satisfaction surveys</li> <li>- Training programs and seminars</li>   <li>- Site visits</li> <li>- Organization of social and community development activities</li> <li>- Online communication and engagement channels</li> <li>- Complaint handling and grievance submission channels</li> <li>- Other appropriate engagement activities</li> <li>- Community surveys and information gathering in local areas</li> </ul>

### 3.3 Environmental Sustainability Management

#### 3.3.1 Environmental Policy and Practices

The Company has established a Quality, Safety, Occupational Health, and Environment (QSSHE) Policy, with a strong emphasis on risk management to protect and preserve the environment. This includes the implementation of control measures to ensure that product transportation meets recognized safety standards and prevents potential environmental impacts. In addition, the Company promotes awareness of social responsibility and encourages the efficient and responsible use of resources to achieve maximum benefit.

Based on the Company's strategic direction in safety and environmental management, as defined in the QSSHE policy, management and employees across all functions have developed strong awareness and actively cooperated in implementing best practices. The Company places importance on compliance with environmental laws and regulations, customer requirements, the expectations of all stakeholder groups, as well as internationally recognized standards. These efforts have resulted in systematic operations and led to the certification of the Environmental Management System in accordance with ISO 14001:2015 in 2025.

The Company continues to maintain the standards of its environmental management system through regular internal and external audits, ensuring continuous improvement and ongoing development. The key environmental practices are outlined as follows:

- Electricity Energy Management

The Company implements energy and resource conservation projects to promote efficient electricity consumption. Measures include reducing unnecessary electricity usage, such as replacing fluorescent lighting with LED lighting, setting air-conditioning temperatures at appropriate levels, and encouraging employee participation in energy-saving initiatives. In addition, key performance indicators are established within the environmental management system to evaluate performance and drive continuous efficiency improvement.

- Oil and Fuel Management

The Company places importance on the efficient use of fuel energy and the reduction of environmental impacts. Energy conservation initiatives include effective fuel consumption planning and leakage reduction measures. Fuel usage data is continuously monitored and analyzed to improve operational efficiency.

- Renewable and Clean Energy Management

The Company promotes the use of renewable energy by initiating the application of solar energy for outdoor lighting systems, such as traffic lights and exterior facilities.

- Water Resource Management

The Company emphasizes efficient water utilization by implementing measures to reduce water consumption across all operational processes, thereby minimizing environmental impacts and supporting the sustainable use of water resources.

- Waste Management

The Company places importance on systematic waste and waste management by focusing on waste segregation at source and ensuring proper disposal in accordance with environmental standards. Disposal is conducted through government-authorized service providers. The key measures implemented by the Company include:

o Waste segregation at source

The Company requires employees to segregate waste by type, such as organic waste, recyclable waste, hazardous waste, and general waste, to enable proper disposal and recycling processes.

o Provision of clearly labeled segregated waste bins

Segregated waste bins with clear labels are installed in operational areas, along with employee awareness and guidance on proper waste disposal practices.

o Disposal through authorized service providers

Non-recyclable waste and residual waste are disposed of by certified organizations or service providers authorized by relevant government authorities, ensuring compliance with environmental regulations and legal requirements.

- o Reduction of landfill waste

The Company promotes recycling and waste reuse initiatives, such as the use of reusable packaging materials, reduction of plastic waste, and encouragement of environmentally friendly products, to minimize the volume of waste sent to landfills.

- Biodiversity Management

The Company has established guidelines for biodiversity conservation by minimizing the impacts of its business operations on ecosystems. These efforts include supporting reforestation projects, restoring natural habitats, and collaborating with environmental organizations to protect ecosystems and biodiversity in operational areas.

- Greenhouse Gas Management and Climate Change

The Company monitors and reduces greenhouse gas emissions by improving operational processes to lower energy consumption, transitioning to clean energy sources, and participating in carbon footprint reduction initiatives in support of its carbon neutrality (Carbon Neutrality) objectives.

- Air Quality Management

The Company places importance on maintaining air quality within operational areas and surrounding communities. Regular monitoring and annual measurement of total dust levels are conducted to ensure compliance with applicable environmental standards. Air quality monitoring equipment is installed in high-risk areas, including locations adjacent to operational sites, to enable continuous monitoring throughout the year. Measurement results are analyzed and reported to relevant authorities on an annual basis.

- Noise Pollution Management

The Company emphasizes effective control and management of noise pollution in both operational areas and nearby communities. Noise levels are regularly monitored and measured on an annual basis to ensure compliance with regulatory standards and to prevent adverse health impacts on employees and surrounding communities. Noise measurements are conducted in areas with potential noise-generating activities, such as heavy machinery zones and locations near residential communities. Monitoring results are recorded and analyzed to assess risks and improvement measures. Where noise levels exceed acceptable limits, noise reduction equipment is installed, or operational processes are adjusted accordingly.

- Oil Transportation Control and Spill Prevention

The Company appoints oil delivery inspectors to ensure that oil transportation processes comply with established standards in terms of quality, accurate quantity, and safety throughout the delivery process. Preventive measures include oil spill prevention during transportation, inspection of transport vehicles, vessels, and related equipment, as well as regular emergency response drills to prepare for potential accidents during transportation. These measures aim to prevent adverse impacts on communities, the environment, and all stakeholder groups.

## Scope of Disclosure

The scope of disclosure is divided into two business segments: Fuel Trading Business and Catering Services Business, with primary consideration given to the locations of operations.

For the Fuel Trading Business, disclosures cover environmental management practices at the head office level, which oversees and controls operational activities.

For the Catering Services Business, disclosures focus on environmental management practices at the main operational sites, reflecting the direct impacts arising from on-site operations.

### 3.3.2 Environmental Performance

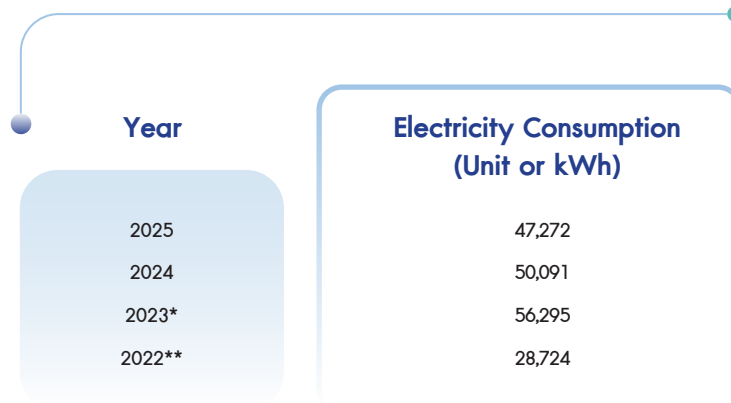
The Group places strong emphasis on efficient energy use under the framework of its Quality, Safety, Occupational Health, and Environment (QSSHE) Policy. The Company promotes the efficient use of resources, reduces unnecessary energy consumption, and continuously minimizes environmental impacts arising from business operations. Key initiatives and performance areas are as follows:

#### Energy Management

In 2025, the Company implemented energy and resource conservation projects by establishing measures to control and reduce energy consumption in key organizational activities. These measures covered electricity usage in office buildings, fuel consumption by company vehicles and transportation equipment, as well as paper usage in operational processes. Such initiatives support efficient resource utilization and help reduce waste generated from business operations.

#### Fuel Trading Business

#### Electricity Consumption



\* The base year is defined as 2023.

\*\* In 2022, electricity consumption was lower than normal due to the COVID 19 pandemic.

The Company has established a medium term target to reduce electricity consumption by at least 10% compared to the base year. To achieve this target, the Company has implemented various electricity conservation measures, including working from home (Work from Home) arrangements, turning off lights and air conditioning systems during lunch breaks or in unused areas, organizing outdoor meetings, unplugging electrical equipment after use, and maintaining air conditioning temperature settings at no lower than 25 degrees Celsius, among others.

In 2025, the Company successfully reduced electricity consumption by 2,819 kWh, representing a 16.03% reduction compared to the base year, thereby achieving and exceeding the established target.

## Paper Consumption

Year	Paper Consumption	
	Ream	Kg
2025	636	1,586
2024	665	1,657
2023	611	1,528
2022	720	1,799

In 2025, the Company participated in the TSD Care the Bear Project with the objective of reducing paper consumption for the Annual General Meeting of Shareholders (AGM) and other documents related to the meeting.

Amount of Paper Reduction 189,579 sheets

Amount of Greenhouse Gas Emissions Reduced 2.712 tCO <sub>2</sub> eq	Equivalent to the amount of CO <sub>2</sub> absorbed by 285 trees per year.
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## Catering Services Business

### Electricity Consumption

Year	Electricity Consumption (Unit or kWh)
2025	184,465
2024	185,320
2023	254,190
2022	311,690

\*The base year is defined as 2023.

In 2025, the Company set a target to limit electricity consumption at its Songkhla provincial office to no more than 16,000 kWh per month and not exceeding 192,000 kWh per year. This target was established as one of the office’s Key Performance Indicators (KPIs) to effectively control energy consumption, maximize energy efficiency, and continuously support the Company’s environmental sustainability initiatives.

In 2025, the Company successfully reduced electricity consumption by 69,725 kWh, representing a 27.43% reduction compared to the base year, in line with the established targets.

## Key Measures and Implementation Approaches

The Company has implemented the following key measures and practices to achieve its electricity consumption reduction targets:

### 1. Regular Collection and Monitoring of Electricity Consumption Data

The Company collects monthly electricity consumption data as a baseline to monitor energy usage trends, analyze irregularities, and support planning for continuous improvement in electricity efficiency during each period.

### 2. Establishment of Energy Conservation Measures by Usage Category

Energy-saving measures are defined based on specific usage categories to ensure effective control and appropriate implementation across different areas. These categories include lighting and electrical systems, air-conditioning and ventilation systems, office equipment, and refrigerators and other electrical appliances.

### 3. Inspection and Upgrading of Electrical Equipment for Higher Efficiency

The Company continuously inspects the condition and performance of electrical equipment in operational areas and offices to identify opportunities for upgrading or replacing equipment with energy-efficient alternatives. Priority is given to high-efficiency equipment that meets recognized standards and is environmentally friendly, such as energy-saving lighting, high-efficiency electrical appliances, and improved lighting fixtures or components that enhance energy performance.

### 4. Systematic Maintenance and Inspection of Electrical Equipment

The Company establishes regular inspection, repair, and maintenance plans for all electrical equipment to ensure optimal performance and reduce energy losses caused by equipment deterioration. Clear maintenance schedules and operational guidelines are defined and strictly followed.

### 5. Raising Awareness and Promoting Energy Conservation among Employees

The Company emphasizes employee participation by continuously conducting energy conservation awareness campaigns through various activities, such as posting communication materials or reminder stickers, organizing information boards and educational media, conducting internal training and communications, and placing reminder messages or symbols near electrical equipment to encourage responsible energy-use behavior.

### 6. Monitoring Electricity Usage Behavior within Departments

Electricity usage by employees and relevant departments is monitored on a monthly basis, with results recorded in resource control documents. This information is used for performance monitoring, evaluation, and continuous improvement.

### 7. Analysis, Comparison, and Summary of Energy Consumption Results

Electricity consumption data is compiled and analyzed in comparison with performance from previous years to evaluate the effectiveness of implemented measures and identify opportunities for further improvement in subsequent periods.

### 8. Development of Recommendations and Continuous Improvement Plans

Following the performance review, the Company utilizes evaluation results to develop recommendations and additional improvement plans aimed at enhancing energy efficiency and maintaining electricity consumption within established targets on an ongoing basis.

## Vehicle Fuel Consumption

Year	Vehicle Fuel Consumption (Liter)
2025	4,085
2024	4,103
2023	3,748
2022	6,150

The Company has established a target to control vehicle fuel consumption for the Songkhla provincial office at no more than 350 liters per month or not exceeding 4,200 liters per year. This target has been set as one of the office's Key Performance Indicators (KPIs) to ensure efficient energy use and to provide continuous support for the Company's environmental sustainability initiatives.

In 2025, the Company successfully reduced vehicle fuel consumption by 18 liters compared to the established target.

## Key Measures and Implementation Approaches

The Company has implemented the following key measures and practices to control and reduce vehicle fuel consumption:

### 1. Control and Recording of Fuel Consumption

The Company requires fuel consumption data to be recorded every time vehicles are refueled. All records are systematically maintained to enable monitoring, analysis, and evaluation of fuel efficiency for each vehicle.

### 2. Efficient Vehicle Usage Planning

The Company plans vehicle usage and travel routes in advance to reduce redundant trips, minimize unnecessary travel distances, and enhance efficiency in transportation resource utilization.

### 3. Regular Vehicle Maintenance

The Company establishes regular inspection and maintenance schedules for company vehicles, including engine condition checks, tire pressure inspections, and engine oil changes. These measures ensure vehicles remain in optimal operating condition and help reduce fuel consumption.

### 4. Promotion of Fuel Efficient Driving Behavior

The Company encourages employees who operate company vehicles to adopt energy efficient driving practices, such as avoiding harsh acceleration and braking, turning off engines during extended stops, and maintaining appropriate driving speeds.

### 5. Continuous Monitoring and Evaluation of Fuel Consumption

Fuel consumption data is collected and analyzed on a monthly basis and compared with performance from previous years to assess the effectiveness of the implemented measures and identify opportunities for improvement in the following period.

### 6. Development of Long Term Energy Efficiency Improvement Measures

Based on the evaluation results, the Company analyzes fuel usage data to define additional measures or long term approaches to continuously enhance vehicle fuel efficiency.

## Paper Consumption

Year	Paper Consumption	
	Ream	Kg
2025	104	260
2024	109	272
2023	94	235
2022	66	165

The Company has established a target to limit paper consumption at its Songkhla provincial office to no more than 10 reams per month or not exceeding 120 reams per year. This target has been designated as one of the office’s Key Performance Indicators (KPIs) to effectively control resource usage, enhance operational efficiency, and continuously support the Company’s environmental sustainability initiatives.

In 2025, the Company reduced paper consumption by 5 reams compared to the established target, representing a 4.59% reduction against the defined target.

## Key Measures and Implementation Approaches

The Company has implemented the following key measures and practices to control and reduce vehicle fuel consumption:

### 1. Control and Monitoring of Paper Consumption

The Company collects and records paper consumption data of each department on a monthly basis to monitor usage trends, assess appropriateness of use, and utilize the information for future paper reduction planning.

### 2. Promotion of Electronic Documents (Paperless Practices)

The Company encourages the use of electronic document systems for internal communication, such as digital files, email correspondence, and internal information systems, to reduce unnecessary printing.

### 3. Establishment of Efficient Printing Guidelines

The Company promotes double sided printing, the use of toner saving modes, and document review prior to printing in order to minimize paper usage.

### 4. Reuse of Paper

The Company encourages the reuse of single sided used paper as draft paper or for internal document printing to reduce the consumption of new paper and decrease waste generation.

### 5. Raising Awareness on Efficient Resource Utilization

The Company conducts awareness campaigns and internal communications to promote prudent paper use, such as internal publicity, awareness signage, and employee education activities.

### 6. Monitoring, Analysis, and Evaluation of Paper Usage

The Company compiles and analyzes annual paper consumption data and compares it with performance in previous years. The results are used to enhance resource efficiency measures and improve ongoing practices.

In 2025, the Company established energy consumption targets and integrated them into the Key Performance Indicators (KPIs) of relevant departments. Appropriate measures and practices were implemented to control and monitor energy usage effectively, with the objective of achieving the defined targets and continuously improving organizational energy efficiency.

In addition, the Company carried out ongoing campaigns to promote awareness and cultivate a sense of responsibility among employees regarding the importance of efficient and responsible energy use, reinforcing sustainable energy management practices throughout the organization.



## Water Management

### Fuel Trading Business

As water consumption at the head office is charged on a lump-sum basis by the building service provider, detailed water usage data is not separately recorded. Nevertheless, the Company actively promotes efficient water use among employees through awareness campaigns and internal communication. These practices include avoiding unnecessary water use, refraining from disposing of waste or paper into toilets, turning off water while soaping hands or cleaning, and regularly monitoring the condition of water fixtures. Any detected damage or leakage is promptly reported for repair to prevent water loss.

### Catering Services Business

The Company has established control measures for water usage in key operational activities, including facility cleaning, washing and preparation of raw materials, and cleaning of food containers. Accordingly, the Company places importance on comprehensive water management covering water consumption efficiency, water quality control, and wastewater monitoring. To ensure optimal and responsible water use, the Company implements structured operational planning and practical measures, such as grouping raw materials that can be washed together, planning cleaning schedules to reduce excessive water use during washing activities, reusing water from certain processes for watering plants, and carefully planning container cleaning operations. These approaches aim to maximize water efficiency while minimizing environmental impacts arising from business operations.

### Water Consumption

Year	Water Consumption (m <sup>3</sup> )
2025	116
2024	101
2023	142
2022	169

The Company has established a target to control water consumption at no more than 10 cubic meters per month or not exceeding 120 cubic meters per year.

In 2025, the Company recorded an increase in water consumption of 15 cubic meters, representing a 14.85% increase compared to the previous year. Nevertheless, total water consumption remained within the target levels set by the Company. The Company continues to implement strict water management and control measures to ensure efficient and responsible water use and to maximize water utilization efficiency.

#### Key Measures and Implementation Approaches

##### 1. Regular Monitoring and Recording of Water Consumption

The Company collects and records monthly water consumption data to monitor usage trends, assess the appropriateness of water use, and utilize the information for planning future improvements in water efficiency.

##### 2. Ongoing Inspection and Maintenance of Water Supply Systems

The Company conducts regular inspections of plumbing systems, water taps, pipes, and related equipment to prevent water leakage and minimize unnecessary water loss.

### 3. Use of Water Saving Equipment

The Company promotes the use of water saving devices, such as water efficient faucets and flow control equipment, to enhance water use efficiency.

### 4. Awareness Campaigns to Promote Water Conservation

The Company carries out awareness and communication activities to encourage employees to use water efficiently. These include posting informational materials at water use points, internal communications, and employee education on water resource conservation.

### 5. Monitoring and Evaluation of Water Consumption Performance

The Company compiles and analyzes annual water consumption data and compares it with performance from previous years. The results are used to improve and strengthen water management measures to achieve greater efficiency.

In addition, the Company places importance on controlling the quality of tap water used in its operational processes. Regular measurement and monitoring of Total Dissolved Solids (TDS) in tap water are conducted to control and prevent wastewater generation at the source.

In 2025, monitoring results indicated that water quality remained within the legally prescribed standards, ensuring compliance with regulatory requirements and supporting effective environmental management.

## Waste Disposal and Pollution Management For Fuel Trading Business

In the Fuel Trading Business, the Company generates hazardous waste arising from its operations, primarily in the form of degraded or used oil. The Company recognizes the importance of proper waste management and disposal in accordance with legal and environmental requirements. Accordingly, the Company has engaged G.T. General Co., Ltd. as a licensed service provider to collect, treat, and properly dispose of degraded oil in compliance with applicable laws, technical standards, and environmental regulations. The disposal process is carried out under authorization from the Department of Industrial Works, ensuring that hazardous waste management is conducted in a safe and environmentally responsible manner without adverse impacts on the environment.

In 2025, the Company properly disposed of 510 kg of hazardous waste.

## Catering Services Business

In the Catering Services Business, the Company generates various types of waste from its operations, including general waste such as paper, cardboard, and plastic used for packaging products and raw materials; organic or biodegradable waste comprising vegetable and fruit residues; recyclable waste such as plastic water bottles; hazardous waste including paint containers, light bulbs, forklift engine oil, and used cooking oil, primarily arising from offshore operations; and wastewater generated from onshore operational processes. To address these waste streams, the Company has established organization-wide procedures for the management and control of waste generated from operational activities, taking into consideration applicable legal requirements, stakeholder expectations, and relevant standards. These procedures focus on effective waste segregation, control at source, and responsible resource utilization to minimize waste generation, while ensuring systematic and environmentally sound waste management through the engagement of reliable and licensed external service providers. The Company has implemented the following waste segregation and disposal practices:

**- General waste**

Collected in blue bins and transferred to the local municipality for disposal or landfill. The Company monitors waste collection processes and pays municipal service fees on a monthly basis in accordance with regulations.

**- Organic waste**

Collected in green bins, with waste type clearly indicated on collection bags, and transferred to the local municipality for disposal or landfill. Waste collection and monthly service fees are monitored and managed properly.

**- Recyclable waste**

Collected in yellow bins and sold to licensed recycling companies holding valid Department of Industrial Works (DIW) permits. The Company regularly verifies licenses and conducts site inspections of waste treatment facilities on a continuous basis.

**- Hazardous waste**

Collected in red bins and sold to licensed hazardous waste contractors certified by the Department of Industrial Works. License verification and periodic on site inspections are conducted to ensure compliance with legal and environmental standards.

**- Used cooking oil**

Sold to licensed organizations or community groups engaged in biodiesel production, or entities that can provide verifiable evidence that the used oil is appropriately reused or processed. This ensures that used cooking oil is fully utilized and does not create new environmental impacts.

**Waste Generated from the Catering Services Business**

Year	Waste Generated from Operations (kg)
2025	22,120
2024	33,415
2023	36,600
2022	33,415

In 2025, the Company established a target to reduce operational waste to no more than 3,500 kilograms per month or 42,000 kilograms per year. This target was designated as one of the office’s Key Performance Indicators (KPIs) to enhance resource efficiency, effectively control operational waste generation, and continuously support the Company’s environmental sustainability objectives.

In 2025, the Company properly disposed of 510 kg of hazardous waste.

The Company has established a primary wastewater treatment system prior to discharging effluent into public water bodies. This system includes solid waste traps and grease traps to capture sediments and fats, thereby reducing the risk of wastewater pollution and minimizing environmental impacts. The Company conducts regular wastewater quality monitoring, including monthly pH measurements, and arranges for annual wastewater quality analysis by an external accredited laboratory, in compliance with applicable legal standards. In 2025, monitoring results indicated that all wastewater quality parameters were within legally prescribed limits, with no exceedances recorded.

In addition, the Company has designated wastewater quality performance as a Key Performance Indicator (KPI), requiring that wastewater analysis results fully comply with legal standards and achieve 100% compliance across all monitored parameters.

## Greenhouse Gas Emissions Reduction Management

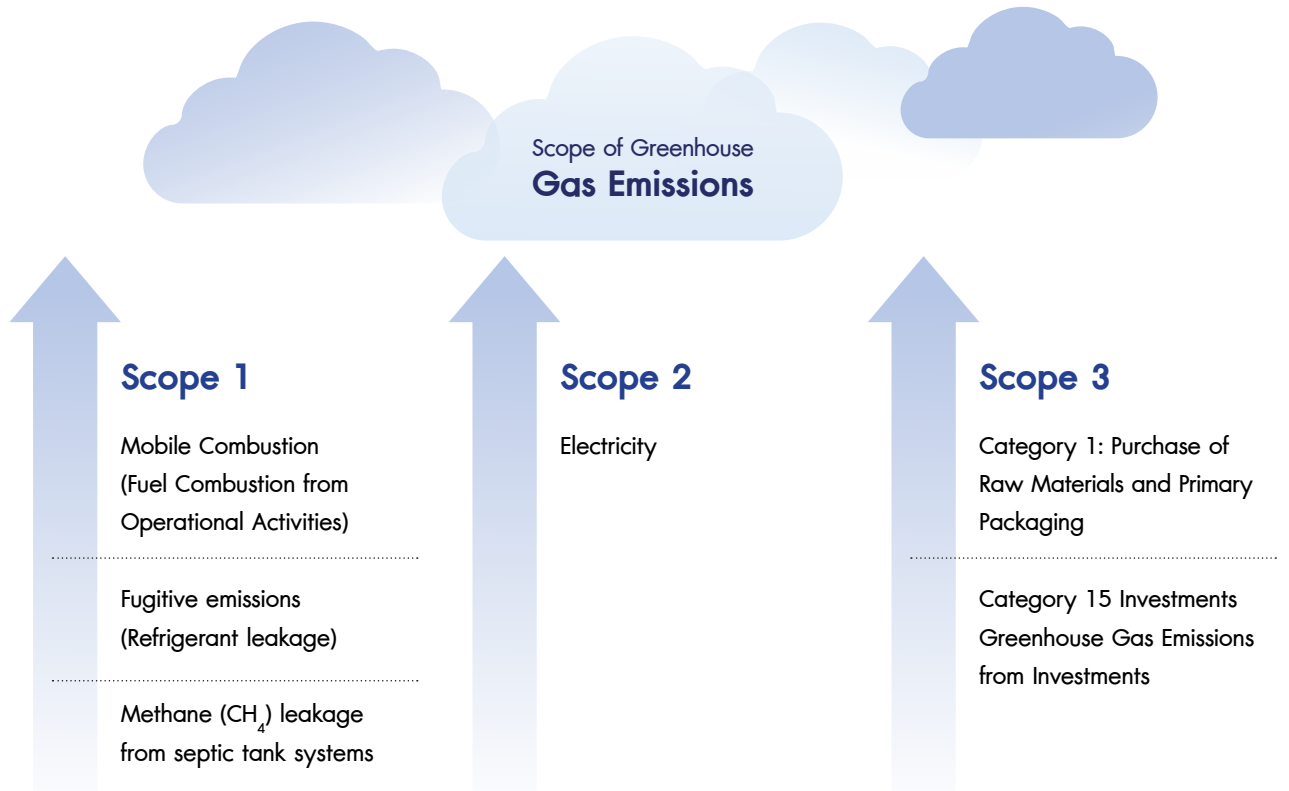
The Company recognizes that climate change and global warming are not solely environmental issues, but also pose significant impacts on the economy, society, quality of life, and the long-term sustainability of the business sector. Accordingly, the Company places strong emphasis on conducting business responsibly, while proactively preparing for potential risks and impacts arising from climate change, and actively participating in tangible efforts to reduce greenhouse gas (GHG) emissions.

The Company acknowledges that its business operations involve the use of natural resources and may result in both direct and indirect greenhouse gas emissions from activities across the value chain. Therefore, the Company is committed to managing these impacts in a prudent and continuous manner. This process begins with the assessment of the Company's organizational carbon footprint, enabling a clear understanding of emission sources. The assessment results serve as a fundamental basis for defining appropriate greenhouse gas reduction measures that are aligned with the Company's business context.

The assessment results indicate that significant greenhouse gas emissions arise primarily from Scope 3 activities, highlighting that the Company's climate-related impacts are not limited to its internal operations alone, but are also closely linked to activities throughout the supply chain. In response, the Company places importance on utilizing these findings to plan and develop suitable mitigation measures, contribute to greenhouse gas reduction efforts, and support the transition toward more sustainable and climate-resilient business operations.



## Scope of Greenhouse Gas Emissions



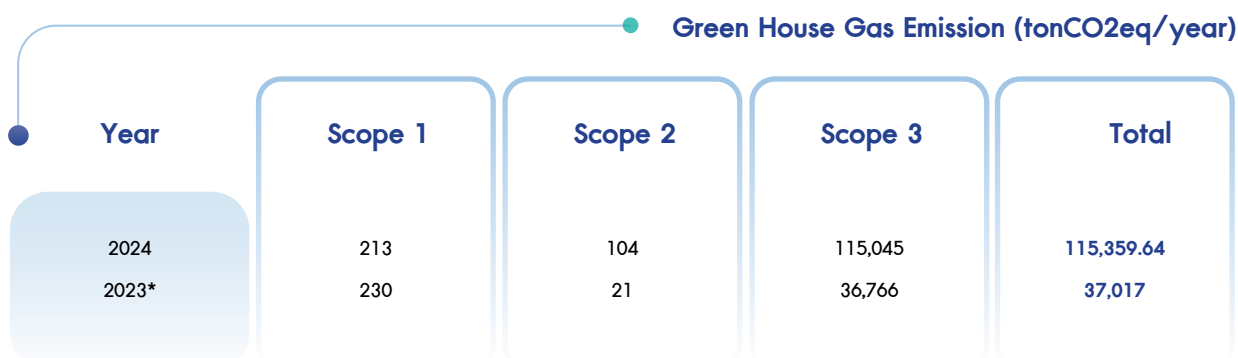
The Company conducted the Carbon Footprint for Organization (CFO) verification by VGREEN KU Co., Ltd., an accredited verification body registered with the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO). This verification ensures that the Company's greenhouse gas emissions data is accurate, transparent, and reliable, and can be used as a credible foundation for systematic climate change and greenhouse gas management.



In 2025, the Company expanded the scope of its Carbon Footprint for Organization (CFO) verification to cover all business units of the Company, compared to the previous scope which covered only the Fuel Trading Business. The verification was conducted based on the Company’s activity data for the period from 1 January to 31 December 2024, and the verification was completed on 26 November 2025.

The Company has designated 2024 as the base year for tracking, comparison, and evaluation of greenhouse gas emissions performance in future periods. The details are presented as follows:

### Greenhouse Gas Emissions Verification Results



\*Only Oil Trading Business

The Company has established a target to achieve carbon neutrality (Carbon Neutrality) by 2040 for Scope 1 and Scope 2 greenhouse gas emissions. In addition, the Company has set a long term goal to achieve net zero greenhouse gas emissions (Net Zero Emissions) by 2050, in order to support sustainable business operations and align with internationally recognized approaches to addressing climate change.

### Emergency Preparedness and Response

For both the Fuel Trading Business and the Catering Services Business, the Company conducts comprehensive risk assessments covering safety and environmental aspects, with particular emphasis on potential emergency situations that may arise and could result in impacts on employee safety, the environment, and surrounding communities.

To ensure effective preparedness and timely response, the Company has established an Emergency Preparedness and Response Team and clearly defined the roles and responsibilities of management and employees at each operational location. These roles include monitoring, responding to incidents, controlling emergency situations, and implementing corrective actions in a timely manner.

The Company has developed formal emergency response plans and conducts regular emergency drills and training exercises to ensure understanding and readiness among employees. The following emergency scenarios have been identified as having potential impacts on safety and the environment, and specific response plans have been established accordingly:

#### - Fire Prevention and Firefighting Plan

Although the Company’s operations are considered to have a relatively low risk of fire incidents, the Company recognizes that, if a fire were to occur, it could pose significant risks to employee safety, cause damage to property, buildings, products, and raw materials, and result in environmental pollution. Therefore, a fire prevention and firefighting plan has been established, with emergency drills conducted on an annual basis to ensure preparedness.

**- Transportation Emergency Response Plan**

The Company conducts transportation activities for products, raw materials, dry food, chilled and frozen food, as well as fuel, using public roads. The Company recognizes the importance of road safety, the welfare of road users, and the potential environmental impacts arising from transportation-related emergencies. Accordingly, the Company has established a Journey Management Plan and a Transportation Emergency Response Plan to address accidents and road-related incidents.

**- Chemical Spill Emergency Response Plan**

The Company transports cleaning chemicals and fuel products as part of its operations. In the event of chemical or fuel spills, such incidents could cause environmental pollution and impact nearby communities. To mitigate these risks, the Company has established a chemical spill prevention and response plan. Safety Data Sheets (SDS) are available at chemical usage areas and on transport vehicles, and spill containment equipment and designated storage areas are provided. Regular emergency drills are conducted to ensure preparedness and effective response.

**- Communicable Disease Preparedness Plan**

The Company has established a preparedness plan to address potential future communicable disease outbreaks. This plan emphasizes the health and well-being of employees, prevention of widespread transmission, and minimization of impacts on surrounding communities through appropriate control measures and response actions.

**- Monitoring and Measurement of Workplace and Environmental Conditions**

For both the Fuel Trading Business and the Catering Services Business, the Company conducts environmental issue assessments, environmental risk assessments, and hazard identification and risk assessments related to occupational safety, health, and the working environment. Although the results of these assessments do not indicate material or significant risks, the Company places strong importance on the continuous monitoring and measurement of workplace conditions and the surrounding environment. This approach is intended to prevent potential impacts on employees, contractors, and the external environment, and to ensure compliance with applicable laws, regulations, and relevant standards. Accordingly, the Company conducts monitoring and measurement activities in key areas that may potentially affect working conditions and environmental quality, including but not limited to the following aspects:

- Lighting levels at operational areas and workstations are measured once a year. In 2025, the measured lighting intensity in all operational areas met the applicable standards.
- Noise levels in operational areas are measured once a year. In the previous year, no noise levels exceeded the regulatory standards.
- Heat levels in operational areas are measured once a year. In the previous year, no measurements exceeded the applicable standards.
- Total dust levels within operational areas are measured once a year. In the previous year, no readings exceeded the prescribed standards.
- Total dust levels outside the Company’s boundary are measured once a year to monitor potential dust impacts from the Company’s vehicle usage on surrounding communities. In the previous year, no dust levels exceeded the standards.
- Noise levels outside the Company’s boundary are measured once a year to monitor potential impacts arising from the use of forklifts, transport vehicles, or container operations. In the previous year, no noise levels exceeded the regulatory limits.
- Wastewater quality is measured once a year in accordance with the Notification of the Ministry of Natural Resources and Environment on wastewater discharge standards for certain types and sizes of buildings. In 2025, all wastewater parameters complied with the legal standards, with no exceedances recorded.

## Sustainable Product Development

Sea Oil Public Company Limited has continued its Biodegradable Marine Lubricant development project in collaboration with PTT Oil and Retail Business Public Company Limited (OR), following the signing of a Memorandum of Understanding (MoU) at the end of 2024. The objective of this collaboration is to develop environmentally friendly lubricant products for marine vessels, aimed at reducing environmental impacts on marine ecosystems and enhancing sustainability standards in the energy business.

In 2025, the research team conducted in depth technical studies of marine vessel machinery to design and develop products suitable for actual operational conditions. The biodegradable marine lubricant was subsequently introduced for first fill usage on two transport vessels, namely “Sri Tapee” and “Sri Bandon”, at shipyards in Thailand.

Following deployment, the Company, together with its business partners, has been continuously monitoring and evaluating product performance. Oil samples are collected at specified intervals for analysis to assess performance efficiency and product suitability. The project is currently undergoing a one year field testing phase to comprehensively evaluate both technical performance and environmental impacts.

This initiative demonstrates the Company’s strong commitment to developing environmentally friendly products, supporting the reduction of risks associated with oil contamination in marine ecosystems, and creating long term business value through sustainable operations.

In 2025, the Company initiated a pilot test of biodegradable marine lubricants on two marine transport vessels, with ongoing monitoring of actual performance for a one year evaluation period.



## Environmental Projects

### Trash to Trend Project (Phase 1)

The Trash to Trend Project (Phase 1) was organized to promote tangible plastic waste reduction and effective waste segregation practices. The project involved collecting clean and properly sorted plastic bottles and recycling them into sportswear for employees within the organization, under the concept of “Waste Has Value.” This initiative aligns with the Company’s sustainability and environmental conservation strategies. A total of 37 employees participated in the project, successfully collecting 303 plastic bottles (1.5 liter size) and 483 plastic bottles (600–700 milliliters). As a result, the project achieved an estimated reduction in greenhouse gas emissions equivalent to 63 kgCO<sub>2</sub>e. In addition to environmental benefits, the project enhanced employee engagement in environmental management, promoted the use of eco friendly products, and demonstrated the Company’s commitment to social responsibility. The project received a “good” satisfaction level, with an overall satisfaction score of 86.49% based on participant evaluation.



### Recycling Market Project

The Recycling Market Project was organized to promote employee and community participation in the segregation and collection of plastic bottles. Participants were encouraged to exchange collected plastic bottles for eggs, serving as an incentive to raise environmental awareness and motivate sustainable behavior. The project was extended to surrounding communities through collaborative activities with Wat Chak Daeng, reinforcing community engagement in environmental conservation. The collected plastic bottles were sent for recycling and processed into fibers for clothing production, in line with the principles of the circular economy. Throughout the project, a total of 44,944 plastic bottles were collected, resulting in the production of 2,996 shirts. The initiative is estimated to have contributed to a reduction in greenhouse gas emissions of approximately 1,528.10 kgCO<sub>2</sub>e.

\* The calculation methodology is based on guidelines issued by TGO, calculated as follows: Plastic bottle weight x emission reduction factor of 1.7 kgCO<sub>2</sub>e per kilogram.



### Love Boats, Protect Waters Project (Year 3)

The Love Boats, Protect Waters Project (Year 3) is a collaborative initiative between Sea Oil Public Company Limited, PTT Oil and Retail Business Public Company Limited (OR), and partner networks. The project aims to enhance community well being, promote safety in the use of long tail boats, and conserve the marine environment. Key activities under the project included engine oil change services, knowledge sharing on the safe use of LPG cylinders, and an activity allowing participants to exchange used fishing nets for cooking oil, which was subsequently processed to add value. In addition, the Company organized a volunteer activity to produce 600 ceremonial flowers made from recycled lottery tickets, which were donated to Wat Tha Thong Mai. The Company provided financial support for community and environmental development under this project in the total amount of THB 20,000.



## Sustainable Procurement

The Company has established procurement policies and guidelines for engagement with business partners, applying a systematic, transparent, fair, and auditable process for the selection of suppliers, service providers, and subcontractors. In 2025, the Company further enhanced the efficiency and effectiveness of its procurement system by integrating Sustainable Procurement principles, as outlined below.

### Environmental Aspect

The Company promotes green procurement practices by prioritizing the purchase of environmentally friendly materials and products, such as office supplies and paper that are certified as environmentally friendly or carry recognized Green Label certifications. In addition, the Company places importance on biodiversity conservation, particularly the protection of water quality, through careful selection of chemicals used in operations. These include cleaning agents such as floor cleaners, dishwashing liquids, and restroom cleaners that meet certified product quality and environmental standards and are recognized under the Green Industry Label issued by the Ministry of Industry. Such products are environmentally friendly and help reduce water contamination from residues and disinfectants, thereby improving water quality, lowering risks to human health and aquatic life, and supporting safe and sustainable aquatic habitats.

Value of Environmentally Friendly **Chemical Product** Purchases (2025)

**289 items** with a total value of **THB 444,190** accounting for **59.09%** of the total chemical procurement value for the Catering Business

Value of Environmentally Friendly **Office Supplies** Purchases (2025)

**815 items** with a total value of **THB 88,835** representing **38.57%** of the total office supplies purchases

Total Value of Environmentally Friendly **Product Purchases** in 2025

**THB 533,025**

## Social Aspect

The Company places strong emphasis on procurement practices that respect and uphold human rights, including strict opposition to illegal labor practices, forced labor, and child labor. Procurement decisions also take into account fair labor practices, appropriate working conditions, and occupational health and safety standards. In this regard, the Company organized a Supplier Day activity, jointly with its affiliated group companies, to share knowledge and best practices on sustainable procurement and ethical business conduct. This initiative aims to enhance supplier awareness, strengthen supplier capabilities, improve competitiveness, and foster mutual and sustainable growth throughout the value chain.

### Supplier Day Project 2025



A total of 100% of Tier 1 suppliers, vendors, and service providers attending Supplier Day 2025 received communication and knowledge training on sustainable procurement practices.

In addition, the Company has adopted a policy to promote local employment in order to generate income and create career development opportunities, thereby enhancing the quality of life of people in surrounding communities and contributing to the reduction of social inequality. In 2025, the Company employed a total of 189 local workers, generating an estimated economic value distributed to society of THB 33.42 million.

Value of Income Generated from Local Employment

**THB 33.42 million.**



### 3.4 Social Sustainability Management

#### 3.4.1 Social Policies and Practices

##### 1. Human Rights

Sea Oil Public Company Limited recognizes and places strong importance on conducting business ethically, with responsibility toward society and all stakeholder groups. The Company emphasizes respect for human rights, which serve as a fundamental principle underpinning its business operations. Accordingly, the Company has established a Human Rights Policy as a formal commitment to uphold, support, and promote respect for and protection of fundamental human rights and human dignity for all individuals, including employees and stakeholders involved in the Company’s operations. This policy is aligned with applicable laws and internationally recognized human rights principles, including the Universal Declaration of Human Rights (UDHR), and reflects the Company’s commitment to social responsibility under the principles of sustainable organizational development.

Further details of the Company’s Human Rights Policy can be accessed on the Company’s website:  
 <<https://www.seaoilthailand.com/storage/content/corporate-governance/corporate-policies-documents/20230616-seaoil-human-rights-policy-th.pdf>>

##### Respect for Human Rights and Fair Labor Practices

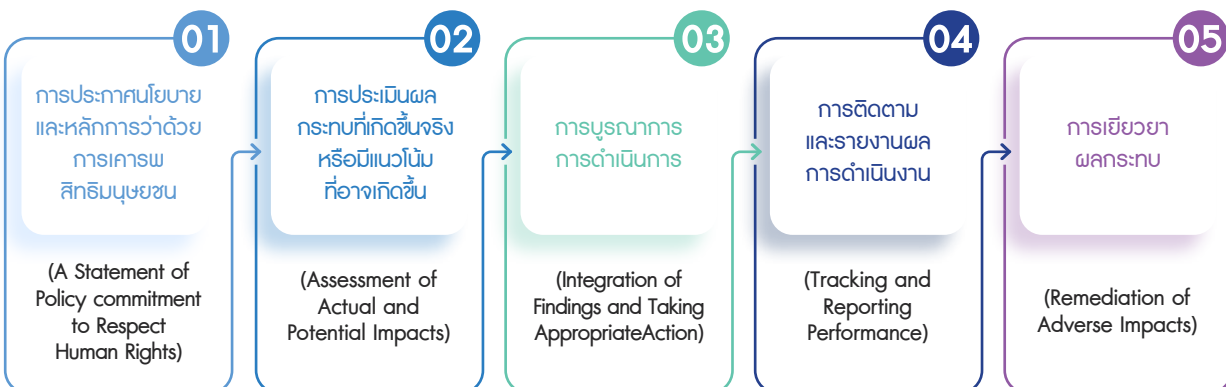
The Company places importance on labor practices and promotes systematic human capital development across all processes to drive organizational effectiveness. The Company emphasizes the continuous development of employees’ knowledge and capabilities, the provision of fair and appropriate compensation and benefits, and the creation of a safe working environment that protects the life and property of employees.

To support these principles, the Company has established a Quality, Safety, Occupational Health, and Environment (QSSHE) Policy, ensuring that operational systems prioritize workplace safety and occupational health during both routine operations and work-related activities. These practices reflect the Company’s commitment to respecting fundamental human rights. In 2025, the Company reviewed and updated its Human Rights Policy and Code of Business Conduct, and organized activities to communicate these policies internally while promoting diversity, equality, and fair treatment. The Company also monitors and encourages its subsidiaries, business partners, and stakeholders to strictly comply with internationally recognized human rights principles.

In addition, the Company is committed to protecting the rights of stakeholders affected by any human rights violations arising from its business operations, in accordance with applicable laws and regulations, and provides appropriate remedies where required.

##### -Human Rights Due Diligence

The Company conducts a comprehensive Human Rights Due Diligence (HRDD) process in accordance with the United Nations Guiding Principles on Business and Human Rights (UN Guiding Principles on Business and Human Rights: UNGP). This process serves as a framework for identifying, managing, and addressing human rights issues arising from the Company’s business operations and value chain. The Human Rights Due Diligence process comprises the following five key steps:



The Company conducted a human rights risk assessment covering key areas including labor rights, community rights, safety, environmental impacts, and consumer rights, across the entire business value chain. The assessment identified several risks that require close monitoring and the implementation of appropriate control and mitigation measures, as follows:

1. Risks related to oil spill incidents during transportation
2. Risks associated with improper use or misuse of customer personal data
3. Occupational health and safety risks for employees working extended hours

In response to these identified risks, the Company has established control measures and mitigation approaches to address both existing impacts and potential risks. These measures include, among others, the implementation of the Zero Accident Program to reduce accidents throughout operational processes, the establishment of policies and controls for personal data protection and customer confidentiality, and the implementation of the Happy Workplace Program to promote employees' physical and mental well being.

The Company provides channels for receiving complaints or reports related to human rights violations associated with its business activities, operations under its management control, and/or its supply chain. Complaints can be submitted through the Company's website at [www.seaoilthailand.com](http://www.seaoilthailand.com).

The Company has established measures to protect employees and individuals who report information or concerns regarding human rights violations or unfair treatment. Whistleblowers are assured of fair and secure protection in accordance with the measures stipulated in the Company's Code of Business Conduct.

#### **Fair Business Practices**

The Group is committed to conducting business in a fair and ethical manner, with strict compliance with applicable laws and regulations governing its operations. The Company does not engage in, promote, or support any actions that are illegal or intended to circumvent the law. It also does not support activities that infringe upon intellectual property rights and maintains a zero tolerance approach to corruption in all forms.

Further details of the Company's Code of Business Conduct can be accessed on the Company's website:

<<https://www.seaoilthailand.com/storage/content/corporate-governance/corporate-policies-documents/20230616-seaoil-code-of-conduct-th.pdf>>

## **2. Safety, Occupational Health, and Working Environment**

Sea Oil Public Company Limited and its subsidiaries place strong emphasis on the management of quality, safety, occupational health, and the working environment. The Group has established a Quality, Safety, Occupational Health, and Working Environment Policy as a framework guiding operations across all operational sites, covering both the fuel trading business and the catering, food supply, raw material provision, and related service businesses of the Group.

This policy ensures that business operations are conducted in strict compliance with applicable laws, regulations, standards, and operational manuals, while promoting continuous improvement and development. In doing so, the Company takes into account the impacts on employees, subcontractors, stakeholders, surrounding communities, and the environment, which form a fundamental basis for sustainable business operations.

Details of the Company's environmental management practices are disclosed under Section 3.3: Environmental Sustainability Management.

## Governance Structure

The Company assigns the QSSHE function to oversee, manage, and control risks related to quality, safety, security, occupational health, and the working environment in all dimensions across the organization. In addition, the Company has established Safety, Occupational Health, and Working Environment Committees (SHE Committees) at each operational site, as well as Emergency Preparedness and Response Teams to address potential incidents or emergency situations.

These governance bodies are responsible for supervising, monitoring, and promoting the effective implementation of occupational safety, health, and working environment practices, ensuring that operations are conducted appropriately and in line with established policies and standards.

The roles and responsibilities are outlined as follows:

- Establishing policies, measures, and operating procedures related to quality, security, safety, occupational health, and the working environment, including verification of oil quantity and quality. This also includes risk assessment and impact analysis, as well as the definition of control and preventive measures. The Company conducts emergency response drills for all potential scenarios to ensure compliance with applicable laws, regulations, international standards, and relevant requirements, while covering all risks arising from business operations.
- Developing standard manuals and operating procedures, such as Quality, Safety, Occupational Health, and Environment manuals, in accordance with GHP, HACCP, Food Safety Hygiene Practices, ISO 9001:2015, and ISO 14001:2015, among others.
- Providing training on safety, occupational health, and environmental protection, including programs to build QSSHE awareness, defensive driving training, training on the proper use of personal protective equipment (PPE), ISO 9001:2015 and ISO 14001 training, as well as training on GHP, HACCP, and Food Safety Hygiene Practices, to enhance awareness and ensure operations comply with QSSHE standards, policies, and the Company's objectives.
- Organizing activities to promote safety, occupational health, and a favorable working environment, including energy conservation initiatives and activities that support and restore natural ecosystems.
- Communicating preventive information and raising awareness to ensure that all employees are informed about health care practices, compliance with safety measures, the use of protective equipment against infectious diseases and viruses, and risk screening in accordance with occupational safety and health measures prior to granting access to operational areas.
- Monitoring risk management performance through various risk indicators and reporting results to management review meetings and the Audit and Risk Management Committee for information, oversight, and guidance.

## Safety, Occupational Health, and Environmental Risk Assessment and Review

The Company conducts continuous risk assessments related to safety, occupational health, and the environment, and performs quarterly risk reviews to ensure alignment with the evolving business context, changing risk factors, and actual operational performance.

The results of these assessments and key issues identified during the review process are reported to the Audit and Risk Management Committee for acknowledgment, monitoring, and consideration. These inputs are used to strengthen control and preventive measures and to further enhance the effectiveness of the Company's overall risk management practices.

### 3. Human Resource Management

#### Employee Development

The Company consistently recognizes the importance and value of its people, firmly believing that employees are a key driving force behind the sustainable achievement of the Company's vision and mission. Human capital is also regarded as a critical factor that reflects the Company's business competitiveness.

Accordingly, the Company has established a Human Resource Management Policy to demonstrate its commitment to building and developing the capabilities of employees at all levels. This policy covers comprehensive human resource practices, including recruitment and hiring, compensation and benefits management, career development, and the provision of a safe working environment that promotes a good quality of life. In addition, the Company integrates the principles set out in its Code of Business Conduct into its human resource management and development processes. Key policy areas include the following:

#### Recruitment and Hiring

The Company recruits employees based on operational needs and job requirements, with workforce planning aligned to each business line. The Company places emphasis on selecting candidates who possess the appropriate knowledge, skills, competencies, experience, and qualifications relevant to the position, as well as a positive attitude.

The recruitment process is conducted in a fair and transparent manner. All job vacancies are publicly announced through the Company's website, social media platforms, and other appropriate communication channels to ensure equal opportunity for individuals from diverse backgrounds to participate in the recruitment process.

The Company's workforce is categorized according to employment types, as presented in the relevant section of this report.

#### Training and Employee Development

The Company has established structured development plans to enhance both foundational and professional competencies of employees. Development initiatives include training programs, seminars, on-the-job learning, internal knowledge sharing among employees, as well as the promotion of innovation awareness and ethical practices. These initiatives aim to continuously strengthen employee capabilities and support organizational effectiveness.

#### Succession Planning and Talent Development

The Company has implemented a systematic approach to succession planning and leadership development. Dedicated working teams are established to define qualification criteria for key positions, ensuring that recruitment, selection, and development processes are conducted transparently. Succession plans are reviewed and submitted to the Nomination Committee for consideration and approval, particularly for senior management positions.

The Company places special focus on identifying and developing talents in critical and strategic roles, which serve as key mechanisms for driving the organization forward. This approach also supports talent retention and the development of high potential employees, contributing to the Company's long-term growth and sustainability.

## Employee Motivation and Retention

- The Company continuously reviews and updates its human resource policies and practices to ensure they remain modern, competitive, and effective in motivating and retaining high quality employees, while fostering long term employee satisfaction and engagement.
- The Company conducts regular employee engagement surveys, using anonymous questionnaires to allow employees to provide honest and open feedback. Survey results are analyzed and used to improve workplace practices and strengthen employee engagement. Based on survey outcomes, the Company has adjusted and enhanced employee benefits to better align with employee needs and expectations.
- Additional benefits have been introduced to enhance employee well being and quality of life, such as birthday leave, Work From Home arrangements, and other flexible working practices.
- The Company continuously implements the Happy Workplace Program, with activities designed or adjusted to genuinely enhance happiness and well being for employees at all levels. Activities include sports and health initiatives, community and social activities, well being and morale boosting programs, and knowledge sharing activities. Employee satisfaction surveys are conducted throughout the year, and employees are encouraged to suggest new activities, which are incorporated as guidelines for future program improvements.
- The Company conducts performance evaluations based on both job achievement and individual competencies. Employee performance is assessed by supervisors every six months, with results communicated transparently and mutually acknowledged. This two way communication approach allows employees to explain their perspectives and clearly understand their strengths and areas for improvement.
- Employees who meet the Company's established criteria in terms of skills, competency, and ethical conduct are provided with opportunities for career advancement through promotion and position progression. Career development decisions are supported by a transparent and fair evaluation process, ensuring equal opportunities for employee growth.

## Career Path Development

The Company places strong emphasis on the continuous development of employees' career paths, in accordance with the Company's Training Matrix and position specific Training Roadmap. These frameworks serve as structured guidelines for the development of all employees, including both high performing employees and those whose performance has not yet met expected standards. Annual reviews of development plans are conducted to ensure that the defined initiatives effectively motivate employee growth, enhance capabilities, and support long term career progression.

## Annual Performance Management and Key Performance Indicator (KPI) Evaluation

The Company has established performance management policies that assess both employee competencies and achievement of key performance indicators (KPIs). These policies ensure that performance across all functions and positions aligns with the Company's objectives and strategic goals.

This approach enables employees to recognize the value of their individual contributions to the Company's overall success, while fostering open communication regarding performance outcomes between supervisors and employees. Constructive feedback from supervisors supports ongoing capability development, reinforces behaviors aligned with the Company's culture, and promotes career growth and advancement.

## Organizational Culture and Social Engagement

The Company promotes a strong and positive organizational culture by encouraging participation, teamwork, and mutual trust. Core values such as integrity, ethical conduct, compliance with the Code of Business Conduct, and a zero tolerance approach to corruption are actively reinforced. The Company also emphasizes responsibility toward stakeholders and customers.

### Employee Engagement

The Company places strong importance on employee engagement and conducts an annual employee survey covering key aspects such as leadership, motivation, performance, career growth, work-life balance, and overall employee sentiment. Survey results are analyzed to continuously improve workplace practices, strengthen employees' sense of belonging, and foster motivation and long term commitment, supporting sustainable organizational growth.

## 4. Community and Social Engagement and Education Promotion

The Company places strong importance on strengthening communities and society as an integral part of sustainable business operations. The Company supports activities and projects that benefit communities and promote education, with the aim of building a strong educational foundation for future generations. These initiatives also encourage youth awareness of marine and natural resource conservation to ensure their long-term sustainability.

To ensure tangible social impact, the Company has established clear targets for community and social development initiatives. These include the implementation of at least two safety-related projects per year and at least two education-related projects per year, to promote knowledge, awareness, and positive outcomes for communities, educational institutions, youth, and society as a whole. In addition, the Company has a policy to promote local employment, details of which are disclosed under the section "Sustainable Procurement."



### 3.4.2 Social Performance Results

#### 1. Human Rights

In 2025, there were no complaints or whistleblower reports related to human rights violations.



#### Code of Conduct 2025 Training

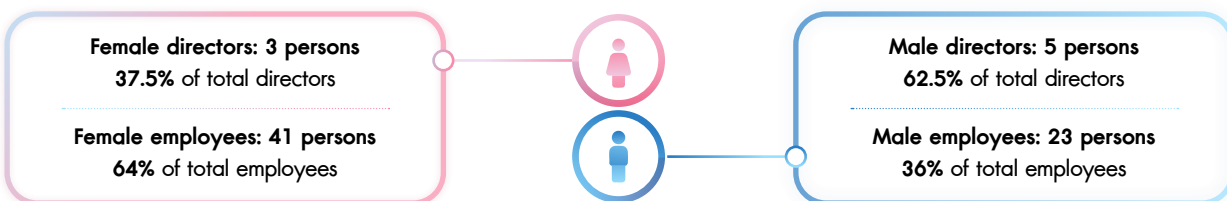
The Company organized “Corporate Governance” training for employees at all levels to enhance knowledge, understanding, and awareness of good corporate governance principles. The training covered key human rights issues, enabling employees to understand their own rights and the rights of others, recognize the importance of respecting human dignity, ensure fair treatment, and perform their duties in accordance with ethical standards and responsibilities toward all stakeholder groups. In addition, the Company communicated the grievance and whistleblowing channels to employees for reporting or raising concerns regarding actions that may constitute human rights violations, ensuring that such reports can be made appropriately and in accordance with the Company’s established procedures.

**In 2025, 100% of employees at all levels received human rights training. 100%**

The Company requires its suppliers, contractors, and subcontractors to acknowledge and sign the Supplier Code of Conduct, which includes key human rights principles. Further details are disclosed under the section “Sustainable Procurement.”

includes key human rights principles. Further details are disclosed under the section “Sustainable Procurement.”

#### Gender diversity of directors and employees



## 2. Safety, Occupational Health, and Working Environment

Indicators	2025 Goals	2025
Number of work-related fatalities among employees	0	0
Number of work-related fatalities among external parties	0	0
Lost Time Injury Frequency Rate (LTIFR) – Employees	0	0
Lost Time Injury Frequency Rate (LTIFR) – External parties	0	0
Recordable Injury Frequency Rate – Employees	0	0
Recordable Injury Frequency Rate – External parties	0	0
Total hours worked	> 4,000,000	4,606,915

### Safety Training and Emergency Preparedness

The Company places strong importance on safety, occupational health, and the working environment, and operates in compliance with the Occupational Safety, Health, and Working Environment Act B.E. 2554 (2011) and other relevant laws and regulations.

The Company requires all employees to complete basic fire fighting training and first aid training to ensure they possess the necessary knowledge, understanding, and skills to respond appropriately in emergency situations. In addition, the Company conducts annual fire drills and evacuation exercises to test the effectiveness of emergency response plans and to continuously enhance the preparedness and readiness of personnel.

In 2025, 100% of employees completed training in basic first aid and basic fire fighting.



## Safety Initiatives

### Occupational Safety Day Project 2025

The Occupational Safety Day Project 2025 was organized to enhance knowledge and awareness of safety, occupational health, environmental protection, and drug prevention, while promoting a strong safety culture and unity within the organization. A total of 85 employees from Sea Oil Public Company Limited, Kamphaeng Phet Operational Office (Project S1) participated in the activity. As a result, employees were able to apply the knowledge gained to their actual work practices and received comprehensive communication on safety, environmental protection, and drug prevention, achieving 100% coverage among participants.



### 2025 SINPHUHORM SSHE Day Project

The 2025 SINPHUHORM SSHE Day Project was organized to promote activities related to Safety, Occupational Health, and Environment (SSHE), alongside celebrating the achievement of SINPHUHORM project clients who have successfully operated with zero lost time accidents (LTA) continuously for 10 consecutive years. The event was jointly participated in by employees of Sea Oil Public Company Limited, project clients, and contractors, who collaborated in organizing exhibition booths and on site activities. These activities enhanced stakeholder engagement in disseminating knowledge on workplace safety and environmental protection, while also strengthening the Company's SSHE image and commitment in a tangible and meaningful manner.



### Support for the “12 November – Safety Officer Day 2025” Activity

The Company provided support for the 12 November – Safety Officer Day 2025 activity, which was organized to promote and enhance initiatives related to workplace safety, occupational health, and the working environment. The activity also aimed to strengthen safety networks at both the provincial and national levels, with a focus on fostering collaboration among business establishments, government agencies, and local safety networks in Songkhla Province. This collaboration contributed to the development and dissemination of safety-related knowledge through training programs and safety exhibitions, while strengthening sustainable cooperation networks in occupational safety and health. The initiative plays a key role in reinforcing collective engagement and advancing long-term improvements in workplace safety practices.



### 3. Human Resource Management

Table Showing the Number of Employees

Item	2023	2024	2025
<b>Classified by Employee Type</b>			
Employee*	60	62	64
<b>Classified by Employee Gender</b>			
Male	21	24	23
Female	39	38	41
Total	60	62	64
<b>Number of Employees Turnover</b>			
Turnover Rate**	1.95	0.82	1.18

\* Permanent employees of the Company and its subsidiaries only (excluding contract employees).

\*\* Turnover Rate (%) = (Number of employees who resigned during a given period / Average number of employees during the same period) × 100

Nevertheless, the number of persons with disabilities employed by the Company was zero, as no persons with disabilities were employed; however, the Company has already made contributions to the Fund for the Empowerment and Development of the Quality of Life of Persons with Disabilities.

## Employee Motivation and Retention

In 2025, the level of organizational engagement that employees had toward the Company, based on two survey rounds, averaged at **97.86%**, and the employee turnover rate (Turnover Rate) was **1.18%**, which was in line with the established targets.



The Company has implemented the following key employee motivation and retention initiatives:

### Happy Workplace

The Happy Workplace Project aims to promote happiness at work by placing employees at the center of the organization. The project supports employee engagement and motivation, which contribute to work efficiency and organizational loyalty, and help reduce employee turnover. In addition, the project helps enhance employees' thinking processes, reduce stress and internal conflicts within the organization, and encourage employees to improve their behavior and work processes for greater efficiency.

The activities are divided into eight categories, as follows:

- Happy Body
- Happy Soul
- Happy Money
- Happy Brain
- Happy Heart
- Happy Society
- Happy Relax
- Happy Family

Number of participants throughout the year **63** persons

Satisfaction assessment result: **89%**





## SEnergy for life

### Project Objectives

The Company recognizes health issues arising from fast paced lifestyles, lack of exercise, and accumulated work related stress, which directly affect employees' work efficiency and quality of life. Accordingly, the Company organized the "SEnergy for Life" Project to promote simple forms of exercise through cumulative walking or running activities. The project aims to enhance employees' physical and mental well being, reduce illness, increase energy and productivity at work, and foster a sustainable organizational culture that prioritizes health and well being.

Number of participants throughout the year **52 persons**

Satisfaction assessment result: **86%**



## Training programs for enhancing employees' capabilities in both hard skills and soft skills

In 2025, both internal and external training programs were conducted, with a total of **141 training courses**.

This represents a total of **3,378 training hours**, with an average of 52 training hours per employee, which is in line with the Company's human capital development plan targets.



### Example of Training Program

#### AI for Productivity Course

This training program was organized to enhance participants' basic knowledge and understanding of artificial intelligence (AI) and its role in the modern digital workplace. It focuses on developing skills in applying AI tools to practical work tasks, such as data summarization, document preparation, data analysis, and idea generation, in order to improve work efficiency, reduce repetitive tasks, and promote a productivity driven mindset.

Participants were able to select and apply AI tools that are suitable for their specific job functions, enabling them to work systematically with AI technologies. The course also provided learning through real world use cases and supported the enhancement of participants' AI digital skills to meet the demands of the evolving digital era.

The training program achieved a **participant satisfaction score of 93.18%**.



#### IT System and Application Proficiency Training to Support Work Performance: Advanced Excel Course

This training course was organized to enhance employees' advanced Microsoft Excel skills, aiming to improve efficiency in data management, analysis, and summarization through the use of advanced functions and tools such as formulas, PivotTables, and data analysis features.

The course helped reduce the time required for report preparation and minimize errors, while supporting faster and more accurate operations across departments. As a result, employees were better equipped to perform their tasks with greater efficiency and precision.

The training achieved a **high participant satisfaction score of 90.21%**.



### Sustainable Product Course: Introduction of ISCC Standards

This training course was organized to enhance participants’ knowledge and understanding of international sustainability standards (ISCC), sustainable supply chain management, audit and verification requirements, greenhouse gas (GHG) calculation, and Life Cycle Assessment (LCA). The course also covered documentation preparation and sample audits to support the Company’s alignment with international standards. The training aims to improve product sustainability, enhance transparency and traceability, reduce risks related to legal and customer requirements, strengthen employee capabilities, and create new business opportunities that support the Company’s ESG and Net Zero objectives. A total of 25 participants, including senior management and employees, attended the course. The participant **satisfaction score was 85.20%**.

### Organizational Sustainability Development Course: Sustainability Strategy 360

This course was organized to provide participants with insights into sustainability trends, the impacts of climate change, and related risks to the organization. It also aimed to develop participants’ capability to formulate carbon reduction strategies in line with the Net Zero concept and to apply ESG and Circular Economy principles to business operations. The training supports enhanced competitiveness and the creation of sustainable business opportunities. The participant **satisfaction score for this course was 92.19%**.



## 4. Community and Social Engagement and Education Promotion

### ESG Project: “Safe Home for Children, Caring for Health, Loving Nature, Drug-Free”

This ESG project was organized to enhance knowledge and awareness of safety, health care, the dangers of drug abuse, and environmental conservation among students of the Kamphaeng Phet Special Education Center, Lan Krabue Service Unit, with a total of 13 students participating. The project also promoted interactive activities between Company employees and students, aiming to instill awareness of safety, occupational health, and environmental responsibility. As a result, students gained knowledge on personal health care and daily safety practices, developed awareness of the harmful effects of drugs, and fostered positive relationships between the organization, local communities, and educational institutions.



### Sharing Kindness to Restore the Hearts of Flood Affected Schools” Project

This project was organized to provide encouragement and support and to help restore the learning environments of **schools affected by flooding in Songkhla Province**. A total of seven schools participated in the initiative, namely Ban Non School, Ban Khao Chan School, Ban Sakom School, Ban Thung Krok School, Ban Pa Ramai Witthaya School, Wat Pa Kwang School, and Ban Tha Khura School. Sea Oil Public Company Limited provided financial assistance, learning materials, and essential supplies with a **total value of THB 140,000** to support the recovery of these schools. The support enabled schools to resume normal teaching and learning activities and ensured that students had access to necessary educational equipment. The project also provided an opportunity for Company employees to actively demonstrate corporate social responsibility in a tangible manner, while strengthening relationships between the Company, educational institutions, and local communities.



### Children’s Day Activity

Sea Oil Public Company Limited, in collaboration with Nathalin Group Company Limited, distributed gifts to children at Phongply Anusorn School and Wat Khlong Samrong School in celebration of National Children’s Day 2025.

The Company has continuously supported National Children’s Day activities for communities and youth in surrounding areas for many years. These initiatives aim to promote learning and enable children to grow and develop with quality and potential, in alignment with the 2025 National Children’s Day theme:

“Every Opportunity Is Learning—Ready to Adapt Toward a Chosen Future.”



Phongply Anusorn School

Wat Khlong Samrong School

National Children’s Day Activity with PTTEP (Kamphaeng Phet Province – S1)

### 3.5.1 Economic and Governance Performance Results

#### Annual General Meeting of Shareholders (AGM) 2025

On 23 April 2025, the Company convened the Annual General Meeting of Shareholders (AGM) in accordance with the principles of good corporate governance. The meeting was held to report the Company’s operating performance, provide transparent disclosure of material information, and offer shareholders the opportunity to exercise their rights, raise questions, express opinions, and participate equally and fairly in the consideration of the Company’s key agenda items.



#### Opportunity Day (OPP Day) Activity

On 29 August 2025, the Company participated in the Opportunity Day (OPP Day) activity to transparently communicate information regarding its operating performance, business direction, and key relevant factors to investors, shareholders, and other stakeholders. The event also provided an opportunity for questions and information exchange, thereby enhancing confidence in the Company’s business operations and long-term prospects.เชื่อมั่นต่อการดำเนินธุรกิจของบริษัท



## Corporate Governance Training

### Risk Management for ESG Driven Organizations Course

This training course was organized to enhance participants' understanding of the linkage between Environmental, Social, and Governance (ESG) considerations and corporate risk management. The program aimed to develop capabilities in the systematic identification, assessment, and management of ESG related risks, while also providing foundational tools for effective risk management practices. A total of 26 participants, comprising directors, executives, and employees, attended the training. As a result, participants were able to apply the knowledge gained to risk analysis and risk management planning in alignment with the Company's business context. The course also supported the promotion of a sustainability oriented and risk aware organizational culture over the long term. The training achieved a **participant satisfaction score of 88.64%**.



### SEAOIL 2026 Strategy Workshop Course

The SEAOIL 2026 Strategy Workshop was organized to review the Company's business direction, industry trends, and key factors affecting organizational performance, and to define clear strategies, goals, and action plans for 2026. The workshop provided an opportunity for 13 directors and executives to exchange views, analyze business situations, and develop a shared understanding of the Company's long term strategic direction. As a result, the organization gained clearer operational direction, strengthened strategic decision making, and enhanced the effectiveness of business execution. The workshop achieved a **participant satisfaction score of 87%**.



Further details on the Company's policies, governance structure, and practices related to good corporate governance are disclosed in "Part 2: Corporate Governance."