



Annual Registration Statement / Annual Report 2025
Form 56-1 One Report
(e-One Report)

PREMIER TANK CORPORATION PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



Table of Contents

	Page
Part 1 Business Operations and Performance	
1. Organizational structure and operation of the group of companies	
1.1 Policy and business overview	1
1.2 Business Operations	9
1.3 Shareholding structure	26
1.4 Number of registered capital and paid-up capital	30
1.5 Issuance of other securities	31
1.6 Dividend payment policy	32
2. Risk management	
2.1 Risk mgmt policy and plan	34
2.2 Risk factors	35
3. Business sustainability development	
3.1 Sustainability Management Policy and Targets	46
3.2 Management of impacts on stakeholders in the business value chain	50
3.3 Management of environmental sustainability	54
3.4 Social sustainability management	64
4. Management Discussion and Analysis (MD&A)	
4.1 Operation, financial condition and material changes, accompanied by the causes or factors contributing thereto during the 15 past year	72
4.2 Potential factors or incidents that may materially affect the financial condition or the operating results	79
4.3 Disclose information from the financial statements and significant financial ratios	80
5. General information and other material facts	
5.1 General information	92
5.2 Other material facts	93
5.3 Legal disputes	94
5.4 Secondary market	95
5.5 Financial institution with regular contact (only in case of debt securities offeror)	96

Table of Contents (continued)

	Page
Part 2 Corporate Governance	
6. Corporate governance policy	
6.1 Corporate Governance Policy	97
6.2 Business code of conduct (if any)	107
6.3 Material changes and developments regarding policy, guidelines and corporate governance system in the preceding year	122
7. Corporate governance structure and significant information related to the board of directors, subcommittees, executives, employees, and others	
7.1 Corporate Governance Structure	131
7.2 Information on the Board of Directors	132
7.3 Information on subcommittees	143
7.4 Information on executives	149
7.5 Information on employees	154
7.6 Other significant information	158
8. Report on key operating results on corporate governance	
8.1 Summary of duty performance of the Board of Directors in the past year	161
8.2 Report on the results of duty performance of the Audit Committee in the past year	184
8.3 Summary of the results of duty performance of subcommittees	187
9. Internal control and related party transactions	
9.1 Internal control	197
9.2 Related party transactions	201
Part 3 Financial Statement	
Board of Directors' Responsibility Statement for the Financial Report	210
Auditor's Report	212
Financial Statements	219
Notes to the Financial Statements	228
Back up attachment	
Attachment	271

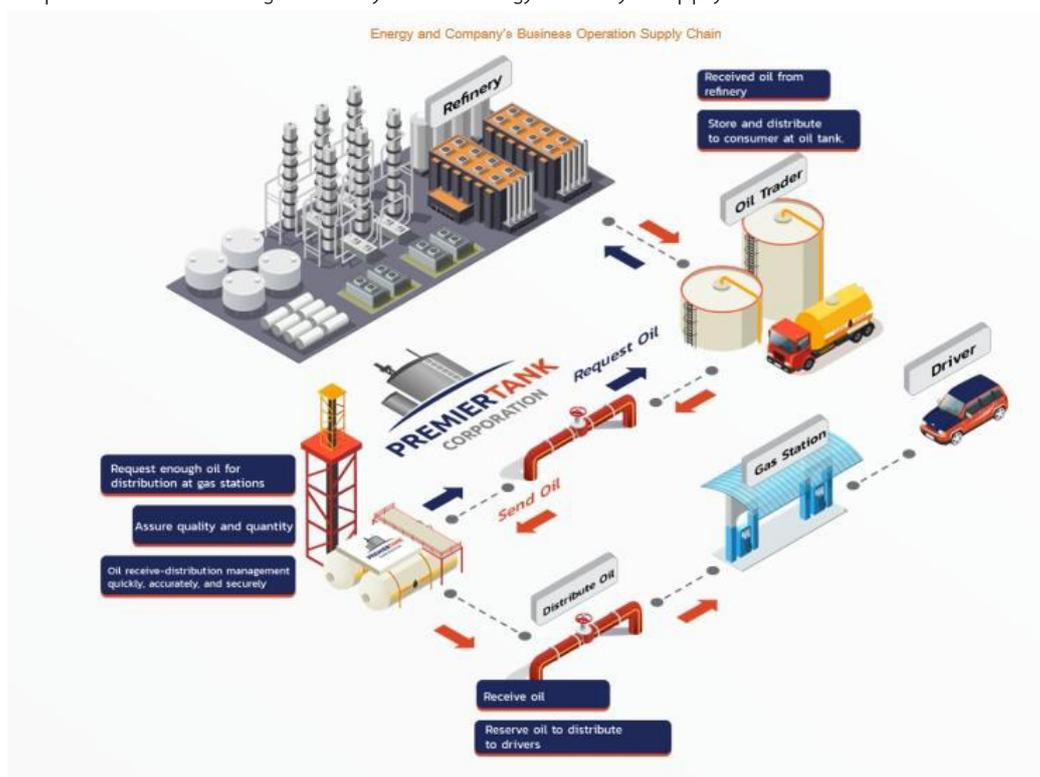
Part 1 Business Operations and Performance

1. Organizational structure and operation of the group of companies

1.1 Policy and business overview

Business Overview

With over 20 years of experience in the land transportation and gas station business of the Burapapattanapong family, Mr. Weerawat Burapapattanapong identified opportunities for improving the supply chain system and increasing efficiency in the energy industry through the concept of resource sharing among major oil traders. As a result, he established Premier Tank Corporation Public Company Limited (the "Company") on January 16, 2013, to provide fuel storage and distribution services to gas stations under the trademark of PTT Public Company Limited ("PTT"). The first depot was built in Khon Kaen Province in October 2014 to serve gas stations in the upper northeastern region and a second depot in Sisaket Province was built in July 2019, to serve gas stations in the lower northeastern region. This second depot also offers inline fuel blending services, allowing the Company to expand its services to other gas stations and oil traders. The Company acts as a fuel reserve and distributor for nearby gas stations, thereby facilitating transportation options and increasing efficiency in the energy industry's supply chain."



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

Message from the chairman

For the year 2025, our company was affected by external factors that presented both challenges and opportunities, strengthening our business operations and enabling us to navigate through the year. The Thai economy faced pressure from external factors, including global economic volatility and rising energy prices. Concurrently, domestic factors, particularly households, continued to grapple with increased living costs and debt burdens, leading to a limited recovery in purchasing power. Nevertheless, the company remains committed to continuing its oil storage business, as well as developing infrastructure for new businesses in line with its vision under the operations of its subsidiaries, to ensure continuous organizational growth, achieve set goals, drive the organization towards sustainability, and create balance throughout the business value chain across environmental, social, and governance (ESG) aspects. The Board of Directors and management have closely monitored various changing situations, adjusted strategies, and conducted business with prudence and caution to align with the evolving business environment.

Additionally, the Board of Directors places importance on good corporate governance. The company received a 5-star rating, or 'Excellent' (Excellent GC Scoring), in the Corporate Governance Report of Thai Listed Companies (CGR) for 2025, organized by the Thai Institute of Directors (IOD) with the support of the Stock Exchange of Thailand and the Securities and Exchange Commission (SEC), and achieved a perfect score of 100 (5 badges) for the third consecutive year in the Quality Assessment of the Annual General Meeting of Shareholders (AGM Checklist) for 2025, conducted by the Thai Investors Association and the Federation of Thai Capital Market Organizations, as well as the implementation of aspects of anti-corruption and bribery. The company is in the process of applying for certification under the Collective Action Coalition Against Corruption (CAC) program, which reflects the emphasis on good corporate governance under the principles of corporate governance, and the commitment to developing the efficiency of meetings for shareholders and all stakeholders, thereby contributing to the organization's growth and sustainable business operations.

The Board of Directors extends its gratitude to all patrons, stakeholders, and relevant parties for their continuous support of the company. We assure you of our unwavering commitment to conducting business with ethical principles and good corporate governance practices, and to contributing to the sustainable development and growth of the economy and the nation.

Image Message from the chairman

Message of the Board of directors

For the year 2025, our company was affected by external factors that presented both challenges and opportunities, strengthening our business operations and enabling us to navigate through the year. The Thai economy faced pressure from external factors, including global economic volatility and rising energy prices. Concurrently, domestic factors, particularly households, continued to grapple with increased living costs and debt burdens, leading to a limited recovery in purchasing power. Nevertheless, the company remains committed to continuing its oil storage business, as well as developing infrastructure for new businesses in line with its vision under the operations of its subsidiaries, to ensure continuous organizational growth, achieve set goals, drive the organization towards sustainability, and create balance throughout the business value chain across environmental, social, and governance (ESG) aspects. The Board of Directors and management have closely monitored various changing situations, adjusted strategies, and conducted business with prudence and caution to align with the evolving business environment.

Additionally, the Board of Directors places importance on good corporate governance. The company received a 5-star rating, or 'Excellent' (Excellent GC Scoring), in the Corporate Governance Report of Thai Listed Companies (CGR) for 2025, organized by the Thai Institute of Directors (IOD) with the support of the Stock Exchange of Thailand and the Securities and Exchange Commission (SEC), and achieved a perfect score of 100 (5 badges) for the third consecutive year in the Quality Assessment of the Annual General Meeting of Shareholders (AGM Checklist) for 2025, conducted by the Thai Investors Association and the Federation of Thai Capital Market Organizations, as well as the implementation of aspects of anti-corruption and bribery. The company is in the process of applying for certification under the Collective Action Coalition Against Corruption (CAC) program, which reflects the emphasis on good corporate governance under the principles of corporate governance, and the commitment to developing the efficiency of meetings for shareholders and all stakeholders, thereby contributing to the organization's growth and sustainable business operations.

The Board of Directors extends its gratitude to all patrons, stakeholders, and relevant parties for their continuous support of the company. We assure you of our unwavering commitment to conducting business with ethical principles and good corporate governance practices, and to contributing to the sustainable development and growth of the economy and the nation.



(Prof. Dr. Pimchai Chunhachinda)
Chairman of the Board



(Mr. Weerawat Burapattananong)
Chief Executive Officer

Vision

Vision

“Be a stable and strong value chain in national infrastructure, utilizing sustainable and responsible management practices to Society and Environment and top choice for customers as a business partner.”

Mission

"Develop infrastructure and services that are safely, efficient, and effective to meet customers' needs, with high-quality standards."

Objectives

To achieve results according to our vision and mission. is to create excellence in various areas, for Asset & location excellence Operational excellence Service excellence Technological excellence and People excellence.

Goals

- Increase efficiency in fuel receiving and distribution by implementing various storage and transfer methods, and expanding the number of service stations that receive oil from our depots.

- Develop energy infrastructure and utilities so that all areas have equal access opportunities
- Create new business opportunities that align with our vision and mission in order to diversify our income sources and reduce the risk of relying solely on one business.

In alignment with this objective, the company will remain transparent and comply with all relevant laws, regulations, and guidelines. However, any new business opportunities that the company undertakes must not create conflicts of interest unless appropriate measures are in place to ensure that the management of these ventures is in the best interest of the company and its shareholders as a whole.

Business strategies

The company is dedicated to enhancing the oil industry in Thailand by excelling in the following areas:

1. Building a service base in a prime location (Asset & Location Excellence)

The company achieves location excellence by carefully selecting prime locations to build terminals, which act as strategic points for connecting the oil transportation system and as an efficient center for oil distribution in the northeastern region. These prime locations provide convenient transit and cost-effective solutions for our customers.

2. Creating Operational Excellence

The company achieves operational excellence by effectively managing the process of receiving, storing, mixing, and dispensing fuel, ensuring they meet international safety standards while also providing cost-effective services.

3. Creating Service Excellence

We believe that keeping our customers satisfied is crucial to our success. We are continuously seeking ways to improve and create new services, and we take customer feedback seriously. We are dedicated to constantly evolving and adapting to meet the needs of our customers, now and in the future.

4. Creating Technological Excellence

Our company is committed to leveraging technology to enhance our services. By incorporating digital devices and automated inventory management tools, we are able to streamline our processes and improve efficiency.

5. Building a Team of Excellence (People Excellence)

At our company, we take pride in fostering a strong team culture. We have a skilled and experienced management and operational team that is comprised of individuals with diverse backgrounds and expertise. By instilling our organizational values in our personnel and aligning them in the same direction, we are able to work collaboratively and efficiently, which helps us to constantly improve and grow.

1.1.2 Material changes and developments

Details regarding material changes and developments

years	Material changes and developments
2025	<ul style="list-style-type: none"> On April 30, 2025, the service contract for the Sisaket oil depot concluded. The company will continue to operate its business as usual, despite the non-renewal of the aforementioned contract. The services provided by the Sisaket oil depot represent 21% of the total oil distribution and do not impact the company's cash flow.
2024	<ul style="list-style-type: none"> On January 19, 2024, The Company registered a subsidiary company with the Department of Business Development, Ministry of Commerce. The subsidiary uses the name Hydro Genius Company Limited. It has a registered capital of 10.00 million baht, comprising 1,000,000 ordinary shares with a par value of 10 baht per share. The Company holds 79.99 percent of the shares in this subsidiary company. In March 2024, the Company signed a declaration of intent to join the Thai Private Sector Collective Action Against Corruption (CAC). In September 2024, the Company signed a service contract between Khon Kaen Oil Terminal and PTT Oil and Retail Business Public Company Limited.
2023	<ul style="list-style-type: none"> The 2023 Annual General Meeting of Shareholders of Premier Tank Corporation Public Company Limited was held on Friday, April 21, 2023 vote to approve the change in the objectives of the capital increase from the IPO for the first time (IPO). The Board of Directors Meeting No. 5/2023 held on 15 December 2023, the Board passed the resolution to approve the establishment of a new subsidiary company. For produce, procure, and sell tap water filtration systems for household consumption. Premier Tank Corporation Public Company Limited holds the shares in the ratio 79.9999 %
2022	<ul style="list-style-type: none"> In February, the Company was listed on the MAI market and opened for trading on February 15, 2022.
2021	<ul style="list-style-type: none"> In April, the 2021 Annual General Meeting of Shareholders approved the plan to register the Company on the Market for Alternative Investment (MAI) with the following resolutions: <ol style="list-style-type: none"> Approved the allocation of 110,000,000 newly issued ordinary shares of the Company at a par value of 0.50 baht per share for the initial public offering (IPO) representing 26.83 percent of the total paid-up capital after the IPO. Approved the listing of the Company's ordinary shares as listed securities on the Market for Alternative Investment (MAI). In August, the Company filed a registration statement and draft prospectus (Filing) for the initial public offering (IPO) of the newly issued ordinary shares.

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

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

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

List of spending of the money obtained from each offering of equity or debt securities

Item 1			
Types of securities used for fundraising			Amount of funds raised
Equity Instruments			368.36 Million Baht
Spending objectives	Duration (approximate)	Amount of money as planned	Amount of spent money
To repay debt to financial institutions	15 Feb 2022 - 31 Dec 2022	120.00	120.00
Invest in new business related to the vision and mission in the development of energy and public utilities infrastructure, such as the municipal waste-to-energy power project business and the business of produce, procure, and sell tap water filtration systems for household consumption.	01 Jan 2025 - 31 Dec 2026	248.36	8.00
Implementation according to objectives			
Achieve objectives			
Progress of fund utilization / reasons and measures taken in case the funds are not spent according to the objectives			
Premier Tank Corporation Public Company Limited (“The Company”), the initial public offering (IPO) of 110,000,000 shares during February 4 - 8, 2022 at the price of Baht 3.50 per share and the company received proceeds, after deducting expenses related to the offering of such capital increase share, in the total amount of Baht 368.36 million. Subsequently, on April 21, 2023, the 2023 Annual General Meeting of Shareholders resolved to approve the change in the purpose of utilizing proceeds from the IPO, which is a significant change in the purpose of utilization. The details are as disclosed to the Stock Exchange of Thailand on April 21, 2023.			
Related links			
-			

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

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

In August 24, 2021, the company filed a registration statement and draft prospectus for its initial public offering. In February 3, 2022, the company was successfully listed. The company fully complied with regulations set by the Office of the Securities and Exchange Commission and had no outstanding obligations or conditions.

1.1.5 Company information

Company name : PREMIER TANK CORPORATION PUBLIC COMPANY
LIMITED

Symbol : PTC

Address : No. 2034/69 Italthai Tower, 15th Floor, New Petchburi
Road, Bangkok, Huai Khwang

Province : Bangkok

Postcode : 10310

Business : The Company operates as oil terminals for loading,
storage, blending and unloading of petroleum-based
oil.

Registration number : 0107562000165

Telephone : 0-2318-4013

Facsimile number : 0-2318-4014

Website : www.premiertankcorp.com

Email : kullanit.s@premiertankcorp.com

Total shares sold

Common stock : 410,000,000

Preferred stock : 0

Diagram of organization's logo



1.2 Nature of business

Premier Tank Corporation Public Company Limited (“Company”) is authorized to operate as an oil depot operator under Section 17 of the Fuel Oil Control Act B.E. 2542 (“Operator of Controlling Business Type 3”) by the Department of Energy Business and Ministry of Energy. This authorization allows the company to conduct fuel depot business operations such as receiving, storing, blending and dispensing fuel products. The operations include:

- 1) Services for receiving, storing, and dispensing finished fuel products such as gasoline and diesel provided at the fuel depots in Khon Kaen Province (“Khon Kaen Depot”) and Sisaket Province (“Sisaket Depot”).
- 2) We offer a service that blending basic fuels to create finished fuel products as per our customer's requirements, at our fuel depot located in Sisaket Province.

Subsidiary Company is Hydro Genius Company Limited, Operate as a Produce, procure, and sell tap water filtration systems for household consumption.

1.2.1 Revenue structure ⁽¹⁾

Remark : ⁽¹⁾ 1) Additional income sources include driver's card issuance fees, fines for drivers who violate regulations within our depots, rent for office space leased to Premier Green Power Co., Ltd.

2) Financial Income is interest received on bank deposits from financial institutions.

Revenue structure by product line or business group

	2023	2024	2025
Total revenue from operations (thousand baht)	183,638.69	148,245.31	85,980.15
Service income (thousand baht)	146,742.55	109,410.61	50,516.21
Rental income (thousand baht)	31,320.00	30,375.00	27,540.00
Other income (thousand baht)	689.36	381.85	540.34
Financial income (thousand baht)	4,886.78	8,077.85	7,383.60
Others (thousand baht)	0.00	0.00	0.00
Total revenue from operations (%)	100.00%	100.00%	100.00%
Service income (%)	79.91%	73.80%	58.75%
Rental income (%)	17.06%	20.49%	32.03%
Other income (%)	0.38%	0.26%	0.63%
Financial income (%)	2.66%	5.45%	8.59%
Others (%)	0.00%	0.00%	0.00%

By geographical area or market

	2023	2024	2025
Total revenue (thousand baht)	183,638.69	148,245.31	85,980.15
Domestic (thousand baht)	183,638.69	148,245.31	85,980.15
International (thousand baht)	0.00	0.00	0.00
Total revenue (%)	100.00%	100.00%	100.00%
Domestic (%)	100.00%	100.00%	100.00%
International (%)	0.00%	0.00%	0.00%

Other income as specified in the financial statements

	2023	2024	2025
Total other income (thousand baht)	689.36	381.85	540.34
Other income from operations (thousand baht)	378.58	302.38	274.67
Other income not from operations (thousand baht)	310.78	79.47	265.67

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

	2023	2024	2025
Share of profit (thousand baht)	0.00	0.00	0.00

1.2.2 Information on products and services

1.2.2.1 Product/service information and business innovation development

The Premier Tank Corporation Public Company Limited (“Company”) has been granted authorization by the Department of Energy Business, Ministry of Energy, to operate as a fuel depot operator under Section 17 of the Fuel Control Act B.E. 2542. This authorization allows the Company to carry out fuel depot operations, including receiving, storing, blending, and dispensing fuel products.

- 1) The Khon Kaen (“Khon Kaen Depot”) and Sisaket (“Sisaket Depot”) provide services for the receipt, storage, and dispensing of gasoline and diesel fuel products.
- 2) The Company provides a blending service for base fuels according to customer specifications, resulting in finished fuel products at the Sisaket Depot location.

The Company offers a resource sharing service to major oil traders, providing services for the receipt, storage, blending, and distribution of fuel to gas stations. The Company acts as a fuel reserve and supply for nearby gas stations, allowing oil traders to reduce their construction costs for oil depots. This service also facilitates and expands transportation options, including fuel reserve for gas stations, making it an efficient way to manage resources in Thailand's energy supply chain. The service provided by the Company includes the following features:

Services of receiving, storing, and distributing finished fuel

1. Characteristics of Products and Services

The origin of the oil supply chain begins at oil refineries, which are primarily located in the eastern region of Thailand. As a result, oil traders must purchase oil from refineries and devise ways to distribute it to customers in various regions across the country. Establishing fuel depots in strategic locations improves the distribution efficiency for oil traders and also reduces the need for gas stations to maintain large oil reserves, as they can acquire oil from the Company's depots instead.

In order to achieve the goal of becoming a fuel distribution point that improves the operations of both oil traders and gas stations, the Company has conducted research on oil transportation routes and demand levels in various regions to determine the most suitable locations for setting up fuel depots to offer services for receiving, storing, and distributing finished fuel to oil traders. The company has also established a system that guarantees customer trust in the safety and efficiency of its services. To ensure accuracy in the receipt and dispensing of fuel, the Company has implemented an automatic depot management system (Terminal Automation System: TAS). This system prevents errors in fuel types and ensures that the correct fuel is received and dispensed. Additionally, the storage of customers' oil in the Company's tanks is controlled by an Automatic Tank Gauging (ATG) system which allows for real-time monitoring of fuel levels and collection of important statistical data on oil intake and outtake volume.

Furthermore, the Company has organized its employees to monitor fuel reception, dispensing, and in-tank fuel levels in a control room (CCR: Command Center Room) to keep track of storage operations. These employees are responsible for ensuring the proper functioning of each system and maintaining safety protocols. The company has also implemented a fire extinguishment system using chemicals and water around the storage area to ensure that customers and personnel receive a convenient, fast and safe service when using the fuel storage service of the Company.

In order to provide daily services, the Company calculates the amount of oil that can be received from trucks for storage and the amount of oil that can be supplied to trucks. This is to plan the appropriate amount of fuel receipt from traders, prepare the distribution of fuel to gas stations from the Company's depots, and create reports on oil receipt and supply results, as well as the remaining oil for customers. Also, the company constantly assesses the quality and attributes of the oil received and stored in the depots to ensure that the attributes of the oil supplied are

the same as when received. Additionally, to minimize oil loss and protect the environment, the Company has implemented a fuel evaporation prevention system using an internal floating roof system, which reduces the amount of fuel evaporated into the environment. Also, the company has established operating procedures to inspect the quality of trucks and driver readiness to ensure safety and efficiency in managing the supply chain for customers.

Currently, the Company operates two finished fuel depots, located in Khon Kaen Province and Sisaket Province, providing services for the receipt, storage, and dispensing of fuel. The Company has ensured ample space at each depot for safe and efficient operations. This includes a parking area for oil tank trucks, reception and dispensing ports controlled by the Terminal Automation System (TAS), controlled oil tanks that are constantly monitored and assessed for quality, and an office building that serves as both an office and control center for various operations within the depot. The details of the two depots are as follows:"

1.1 The fuel depot in Khon Kaen Province ("Khon Kaen Depot") is located in the Nam Pong District, covering an area of 37 rai. The depot began operations in 2014, primarily serving investors in the upper northeastern region. The Khon Kaen Depot currently has 10 oil tanks with a total capacity of 9.0 million liters (based on the tank specifications in the fuel depot operating license). The depot is capable of accommodating several types of fuel to meet the demands in Thailand, including automotive diesel oil, gasohol 91, gasohol 95, gasohol E20, gasohol E85, and B10 diesel.

The Khon Kaen Depot features 8 fuel reception ports and 8 fuel dispensing ports, equipped with 19 loading arms. The depot has the capacity to receive and dispense up to 1,400 million liters of oil per year, or equivalent to dispensing oil to 296 oil tank trucks per day with an oil tank truck capacity of 16,000 liters.



1.2 The fuel depot in Sisaket Province ("Sisaket Depot") is located on the Sisaket-Ubon Ratchathani Road in the Kanthararom District, covering an area of 74 rai. The depot began operations in 2019, primarily serving investors in the lower northeastern region. The Sisaket Depot currently has 10 oil tanks with a total capacity of 9.70 million liters (based on the tank specifications in the fuel depot operating license). The depot is capable of storing finished fuel, base fuel and several types of bio-fuel including base diesel, base gasoline, ethanol, biodiesel (B100) and premium diesel.

In Sisaket Depot's area, there are 6 fuel reception ports and 4 fuel dispensing ports, with 12 loading arms. The depot is capable of receiving and dispensing up to 830 million liters of oil and 770 million liters respectively per year, or calculated as dispensing fuel to 152 oil tank trucks/day for an oil tank truck with a capacity of 16,000 liters.



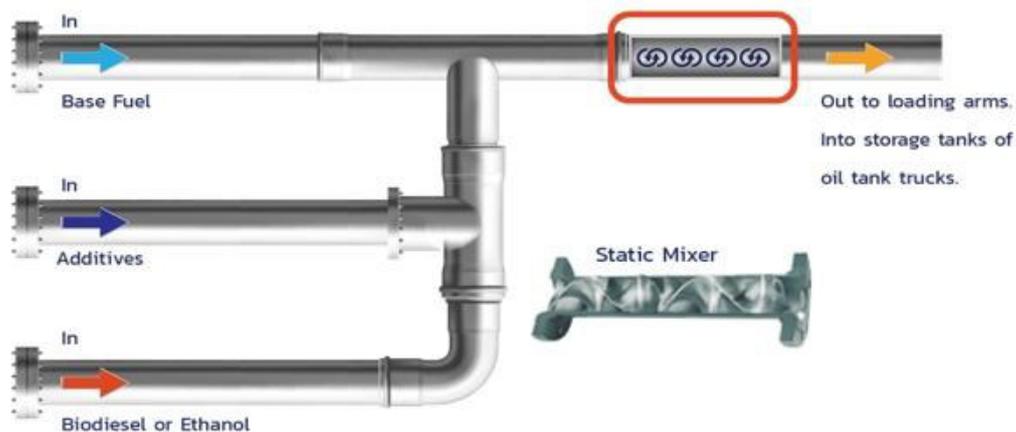
2. Fuel Blending Service

As the fuel from different oil traders have varying components, it is not possible to store the same fuel type from each trader in the same tank. In order to accommodate more than one customer, more tanks must be built to match the

increasing customers and their required types of fuel, resulting in additional investment in building and utilizing more space. In order to address this, the Company has expanded its business to include fuel blending services, which are available in two ways as follows:

- 1) Batch Blending is a process where the materials of base fuel, biofuel, and additives are blended together in a tank to create a mixture, which is then stored until it is dispensed.
- 2) Inline Blending is a process where the materials of base fuel, biofuel, and additives are blended together through a supply pipe that has an installed mixing spiral (Static Mixer) and the blending process is done through the mixture flow, making it instantly ready for dispensing. The advantage of inline blending is that the system can blend and dispense fuel at the desired amount, eliminating the need for blending tanks and stored oil. Additionally, instant mixing takes less time than mixing fuel in a blending tank, and can adapt to changes in oil distribution formulas and support an increase in fuel product types, as well as quickly accommodate changes in customers' fuel distribution plans.

Inline Blending Described as the following diagram.



The Company has chosen to use inline blending to blend fuel by formula to meet the customers' desired product. By doing this, the Company has built only 5 tanks for storing the main components such as base gasoline type 1, base gasoline type 2, base diesel, ethanol, and biodiesel. These can be mixed with additives according to the customers' required formula to produce more than 8 types of finished fuel products such as gasohol 91, gasohol 95, gasohol E20, gasohol E85, diesel B5, diesel B7, diesel B10, diesel B20, etc. Inline blending not only helps reduce the cost of building new tanks but also provides flexibility in adapting to formula changes, allowing the Company to supply a wider range of fuel types. It is also more cost-efficient in providing certain fuel types that have lower profit margins, making it less viable to invest in building new tanks.

Example : The pipeline system with static mixer used to dispense 91 at Sisaket Depot



Summary of Fuel Currently Being Blended by the Company

1. Gasoline group: It is a finished fuel product created by blending ethanol and ethyl alcohol from domestic sources such as cane and cassava with gasoline fuel and additives to produce fuel for gasoline engines. The ethanol used in blending has a purity of 99.5 percent. The additives are used to increase the octane value, enhance corrosion resistance, lubricate engines, etc. The Company currently offers blending services for 4 types of gasoline as follows:

2. Diesel group: It is a finished fuel product created by blending base diesel and biodiesel (B100) which is a biofuel derived from natural oils of plants or animals. This helps to conserve the environment and save energy. The Company currently offers blending services for biodiesel in standard proportions as follows:

Type	Blending Formula
Gasohol 91 and gasohol 95	Gasoline of at least 90 percent mixing with ethanol of not over 10 percent and additives
Gasohol E20	Gasoline of at least 80 percent mixing with ethanol of not over 20 percent and additives
Gasohol E85	Gasoline of at least 15percent mixing with ethanol of not over 85 percent and additives

3. Diesel group: It is a finished fuel product created by blending base diesel and biodiesel (B100) which is a biofuel derived from natural oils of plants or animals. This helps to conserve the environment and save energy. The Company currently offers blending services for biodiesel in standard proportions as follows:

Type	Blending Formula
Diesel B7	Base diesel of at least 93 percent mixing with biodiesel of not over 7 percent and additives
Diesel B10	Base diesel of at least 90 percent mixing with biodiesel of not over 10 percent and additives
Diesel B20	Base diesel of at least 80 percent mixing with biodiesel of not over 20 percent and additives

Additionally, the Company can blend other biodiesel formulas in desired proportions as requested by customers, such as diesel B5. The proportion of biodiesel in diesel fuel may vary based on announcements by the Ministry of Energy. The Company is also able to add additives to increase the fuel efficiency according to the oil traders' formula, similar to the gasoline group.

Company's Depot Summary

Location	Nam Pong District, Khon Kaen Province	Kanthararom District, Sisaket Province
Area Size	37 rai	74 rai
Service	Receive, store, and dispense fuel.	Receive, store, blend, and dispense fuel.
Quantity of Reception Ports	8 bays	6 bays
Quantity of Dispensing Ports	8 bays	4 bays
Quantity of Loading Arms	19	12
Quantity of Fuel Storage Tanks	10	10
Tank Capacity	9.0 million liters	9.70 million liters
Maximum Fuel Receiving Amount	1,400 million liters per year	830 million liters per year
Maximum Fuel Dispensing Amount	1,400 million liters per year	770 million liters per year
Calculated as the Oil Tank Trucks Approximately*	Receiving from 119 trucks/day Dispensing to 296 trucks/day	Receiving from 66 trucks/day Dispensing to 152 trucks/day

Remark : Distribution oil trucks is calculated with small oil trucks (16,000 Liter/car). Receiving oil trucks is calculated with large oil trucks (40,000 Liter/car).

Fuel Blending Example



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

Research and development (R&D) policy : No

R&D expenses in the past 3 years

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	0.00	0.00	0.00

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

None

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

(2) Marketing and Competition

a) Competitive Strategies.

The Company's competitive strategies can be summarized as follows:

1. Building a Service Base in a Prime Location (Asset & Location Excellence)

Thanks to their background in the business management of gas stations and fuel transportation vehicles, the Company's executives have a good understanding of the oil trader's supply chain management in Thailand and can determine the location in the construction of the depot to be a strategic point in fuel distribution for traders to gas stations and users, by considering from several factors including the demand for fuel consumption in each area, the amount of existing oil supply, transportation cost for transporting fuel to gas stations, the convenience of location to receive - supply fuel and connection and addition of alternatives in customer's supply chain management for maximum benefit. The Company's first depot located in Nam Pong District, Khon Kaen Province, has an objective to distribute fuel oil to gas stations located in the upper northeastern region which covers the area of Bueng Kan, Nong Khai, Nakhon Phanom, Udon Thani, Sakon Nakhon, Nong Bua Lamphu, Loei, Khon Kaen, Kalasin, Roi Et, and Maha Sarakham Provinces. The 2nd depot located in Kanthararom District, Sisaket Province, has an objective to distribute fuel oil to gas stations located in the lower northeastern region which covers the area of Sisaket, Surin, Ubon Ratchathani, Roi Et, Amnat Charoen, Yasothon, and Mukdahan Provinces.

Choosing a good depot location will help oil traders to distribute fuel to their Gas Stations conveniently and quickly, as well as help the Gas Stations to plan their fuel stock levels efficiently with less time consumed which increases the cost of entrepreneurs. Therefore, having the location of the depot which values the convenience of access to the service station is one of the factors that help motivate operators to become interested to join a gas station under each oil trader. This is considered the enhancement of the competitiveness of such oil traders.

2. Building Operational Excellence

The Company prioritizes the service quality for its customers, starting from designing and selecting the standardized equipment. It has trained relevant personnel to be able to strictly follow the work procedures, determined the policy to control the processes of receiving, storing, blending, and dispensing with standards, modernism, and safety by designing a fuel reception system that prevents receiving the wrong fuel type, collected fuel samples for analysis on a regular basis, and checked the amount of oil with instruments and an automatic system. The Company also prioritizes reducing the loss amount from fuel evaporation in the operations (Operational Loss) by installing fuel storage tanks on an internal floating roof (IRF) for gasoline which can effectively reduce and effectively prevent fuel evaporation as well as be able to keep the fuel loss amount lower than the customers' agreed criteria. Moreover, the Company prioritizes safety by designing and installing fire extinguishment systems around the fuel depot, static electricity protection at fuel receiving and dispensing ports, extinguisher pipes and foam buckets (Alcohol Resistant - Aqueous Film Forming Foam AR-AFFF) which are resistant to alcohol and form a protective film that prevents oxygen in order to prevent fire arising from oil nearby the oil pipeline in the depot, CCTV cameras against potential theft, corruption, and fire accidents, including an alarm system when an abnormality occurs as well as organizing personnel to observe CCTV cameras in order to build confidence for both service users and employees.

With this respect, the Company has been certified for its qualified management and operation by International Organization for Standardization (ISO). The Company's Khon Kaen Depot certified standards can be summarized as follows:

Standard	Details
ISO 45001:2018	International standards for occupational health and safety management to develop the safety and environment in the organization, improve the efficiency of occupational hygiene and safety for employees at work
ISO 14001:2015	International standards for environmental management systems to increase the potential of environmental management of organizations, communities, including those involved for environmental sustainability
ISO 9001:2015	International standards for quality management systems to ensure that processes are controlled and auditable which helps improve the organization's efficiency

3. Building Service excellence

Service is the heart of the Company's business. The Company adheres to customer satisfaction as a crucial factor in evaluating the success of the operation. The Company will continuously listen to the customers' needs and opinions to improve the creation of new services or processes to develop a growth plan with oil traders as a distribution point to end users. The Company has surveyed the type and quantity of fuel required by Gas Stations. It was found that some types of finished fuel were not consumed much, such as premium diesel, making it not worth the investment to build fuel storage tanks to accommodate. Therefore, the Sisaket Depot has been designed to blend the fuel according to the oil traders' required blending formula, allowing the Company to accommodate the lesser consumed fuel types without the need to stock or prior planning for the distribution of such fuel. Besides, the Company is able to blend fuel that customers' desire in different formula quickly, if there is a change, because the Company has opted for the inline blending system which increases the blending efficiency. In addition, the Company is also able to do marketing with oil traders to promote public relations for various Gas Stations to receive the fuel containing biofuels which are ethanol and biodiesel at the Company's depots. This promotes the price of agricultural products and helps reduce PM2.5 particles with completely combusted properties of oil.

In addition to prioritizing the needs of customers, the Company also regards all related parties by designing procedures and services for receiving and distributing fuel with modern technology to manage the queue schedule for depot transfer vehicles and fuel distribution, which is fast and facilitates the use of services resulting in the increased efficiency under appropriate cost. Resting spots are also provided for gas station drivers to rest while waiting in line for receiving or distributing fuel to facilitate the use of the Company's depot service.

4. Building Technological excellence

The Company has implemented TAS (Terminal Automation System), which is the fuel receiving and supplying control system including checking the status of receiving and distributing fuel at any location and the quantity at a given time. As a result, the system can prevent mistakes in the work and view the information at any time of the fuel in the depot immediately. The Company's fuel receiving and dispensing systems use fingerprints to identify drivers and RFID for tankers to ensure that the correct type of fuel is received into the tank. In addition, the Company has installed an ATG (Automatic Tank Gauging) system that can measure the fuel level, the average temperature of fuel, and the amount of fuel in the tank automatically. This makes it possible to immediately verify the amount of fuel in the storage tank. Therefore, the Company can manage the resources within the depot precisely and efficiently.

5. Building People Excellence

Personnel from direct and indirect operations have expertise in their respective areas of responsibility. The Company has the policy to train and develop quality personnel continuously to support business situations that may change in the future. In addition, the Company has a job rotation policy and responsibilities so that personnel can work in many positions to increase their ability and enable them to collaborate interchangeably with each other when necessary.

The Company focuses on cultivating personnel to adhere to the values of organization in the same direction, teamwork, and creating good works with constant development by following the standard rules of operation process and responding to the changes as well as the needs of future customers with care for customers, related persons, society, and environment.

(b) Characteristics of Customers and Target Customer Groups

The Company divides the Company's customers into 2 groups as follows:

1. Major oil traders in Section 7 (the oil traders with trading volume of each type of oil or a combination of all kinds per year from 100,000 metric tons or more according to the Fuel Trade Act B.E. 2543) or "direct customers" who use the service of the company's depot as a fuel distribution point for oil users. Most of the major oil traders in Section 7 will refine or store oil at refineries in the east or depots in the central region. Gas Stations under each oil trader must travel to the locations or oil distribution points to receive fuel for sale to oil users which causes time to travel, transportation costs, and accident risk. Therefore, having a fuel distribution point that is convenient for receiving fuel for the Gas Stations is one of the factors in the decision of entrepreneurs to choose a fuel trader's affiliation. Having a large

number of affiliated Gas Stations will increase the competitiveness of oil traders because there are more distribution channels for oil users. Therefore, the Company built a depot to serve as a strategic point for oil distribution to oil traders and to build confidence in this group of customers by designing and selecting good quality and modern oil depot equipment, as well as ensuring the storage of fuel for customers with a fast, safe and efficient process. This is to ensure that the oil distributed to oil users will be of the same quality as received. Contacting customers in this group will be under the supervision of the Chief Executive Officer or higher because there are only a few major oil traders in Thailand. The Company will contact to present services, rates, and various conditions in providing services directly to customers.

2. Gas Stations or “indirect customers” pick up fuel to sell to various users in the energy supply chain. Most of the Gas Stations will choose the points to receive fuel from the traders under Section 7. Therefore, the Company must give priority to providing services and preparing sufficient fuel for service on a regular basis so that the Gas Stations are satisfied in choosing to receive fuel from the Company's depots. The Company has established working procedures within the depots to ensure that Gas Stations receive service in an orderly and prompt manner. Standards for receiving and distributing fuel have been set to ensure that oil users receive the correct amount and type of fuel. A rest area during waiting is also arranged so that service users are ready to continue driving. Contacting customers in the Gas Stations group will be under the responsibility of the Marketing and Business Development divisions. The employees will contact the target Gas Stations to present the quality of the Company's services, such as an information card identification system and fuel queuing system that are easy and convenient to use, a resting spot for drivers while waiting for fuel, check of driver readiness and initial safety condition of the vehicle. The Company also ensures that the Company's fuel dispensing amount is equal to the amount users have ordered from oil traders.

Service Rates for Receiving, Storing, Blending and Dispensing Fuel

(c) Distribution and Distribution Channels

Information of distribution and distribution channels appears in Section “Characteristics of Customers and Target Groups” and Section “Raw Material Procurement.”

The industry competition during the preceding year

(d) Industry Outlook and Competition

The Company is authorized to operate as a fuel depot operator under Section 17 of the Fuel Control Act B.E.2542 (“Operator of Controlled Business Type 3”) by the Department of Energy Business, Ministry of Energy. This authorization allows the Company to operate a depot service for receiving and dispensing finished fuel products. At present, the Company has an agreement to be a depot service provider for receiving, storing, and distributing finished fuel for PTT Oil and Retail Business Public Company Limited. The current service area is in the Northeastern region, which is the region with the 3rd largest proportion of gasoline and diesel sales in Thailand after the central region and the Bangkok metropolitan region. The northeastern region is a region with potential and continuous development, both in the agricultural industry and tourism. It is also a route that connects to neighboring countries, causing the demand for oil to increase steadily.

In conducting business, the Company focuses on building strategic alliances by working together (Synergistic Strategic Alliance) with both customers, partners, including entrepreneurs in the same business, with the aim of doing business to grow together by sharing knowledge and skills, separating and managing risks of organization, and innovations from its partners to achieve the main goal of linking the most efficient and quality energy transport system.

Currently, major oil traders in Thailand have 52 fuel depots which are mostly concentrated in the eastern, central, and outer regions of Bangkok. There are 22 in the central, 6 in the north, 11 in the south, 6 in the east, and 7 in the northeast which consist of PTC depot in Khon Kaen, PTC depot in Sisaket, PTT depot in Ubon Ratchathani, PTG Energy depot in Khon Kaen, PTG Energy depot in Nakhon Ratchasima, PTG Energy depot in Surin, and TPN depot in Khon Kaen. Therefore, the depot that is regarded as the Company's competitor in alternative fuel receiving points for PTT Gas

Stations is the PTT depot in Ubon Ratchathani. And, there TPN oil depot in Ban Phai District, Khon Kaen, which mainly receives oil from the oil pipeline system.

Having 1 additional fuel depot, which is a depot of the pipeline transportation system, is an additional option for oil traders to supply chain management services. The methods of transportation can be chosen both by car, railways, and pipelines, resulting in more flexibility in management. However, having an additional fuel depot affects Gas Stations to have more options to receive fuel. As a result, it may affect the Company to lose some customers who are Gas Stations, especially the group of stations located close to the new depot.

The Company has the plan to market to seek new customers as a group of Gas Stations that have never used the service to pick up fuel from the Company's depots or come in to pick up in small quantities to reduce the impact of losing customers and create growth for the Company in the future.

1.2.2.3 Procurement of products or services

Product and Service Procurement

Supply Goods and Service Raw Material Procurement

Procurement of Finished Fuel and Mixtures for Blending the Finished Fuel The oil trader supplies the Company with finished fuels and mixtures for blending the finished fuel. The Company provides services of receiving fuel to prepare for blending according to the formula and dispensing to oil users. Therefore, the refined fuel and mixtures for blending the finished fuel are not the Company's property. However, the Company will be affected if oil traders cannot supply the Company with enough finished fuels and mixtures for blending the finished fuel. Therefore, to reduce such risk, the Company has coordinated with oil traders to plan the delivery of sufficient finished fuels and mixtures for blending the finished fuel to meet the demand.

The company's production capacity

	Production capacity	Total utilization (Percent)
Sisaket (Million liters)	770.00	16.61
Khon Kaen (Million liters)	1,400.00	46.13

Production Policy and Capacity

The Khon Kaen Depot has 8 fuel reception ports and 8 fuel dispensing ports, with 19 loading arms. The depot is capable of receiving and dispensing up to 1,400 million liters of oil and 1,400 million liters respectively per year, or calculated as dispensing oil to 296 oil tank trucks/day for an oil tank truck with a capacity of 16,000 liters.

The Sisaket Depot has 6 fuel reception ports and 4 fuel dispensing ports, with 12 loading arms. The depot is capable of receiving and dispensing up to 830 million liters of oil and 770 million liters respectively per year, or calculated as dispensing fuel to 152 oil tank trucks/day for an oil tank truck with a capacity of 16,000 liters.

Acquisition of raw materials or provision of service

Procurement of Fuel Storage Tanks and Equipment for Fuel Receiving and Dispensing Pumps

The main components in the fuel depot business are 2 parts:

1) Fuel tank for fuel storage, Pumps for receiving and dispensing fuel: The Company hired a construction contractor for the construction of fuel tanks from a construction company in Thailand, and hired to assemble and install pumps for receiving and distributing fuel, including fuel pipelines, from a design and engineering consulting company in Thailand.

2) Terminal Automation System: TAS The Company hired a design and engineering consultancy company in Thailand that specializes in TAS system to install and set the system. To select the contractor/installer of the fuel dispensing equipment, the Company has a selection process as follows:

- Preparation of terms of employment: The Business Development department will gather information about the specifications of the required fuel tanks and fuel dispensing equipment, and deliver them to the purchasing department for consideration and comparison of specifications and prices.
- In comparison of features and prices of the seller, the Company's purchasing department will assess the vendors in the Approved Vendor List using the evaluation criteria from the supplier selection and evaluation practices to select products and services that meet the quality standards and requirements of work materials at reasonable costs.
- Approval to enter into a contract: It can only be done when the authorized person signs an approval and sends the documents to the procurement officer for further procurement.

Procurement of Replacement Parts and Equipment

The Company has clearly defined guidelines for controlling and registering parts and equipment. There is a reserve of essential replacement parts and equipment for depot operations in case of any failures, so the Company can change spare parts to continue its operations smoothly. In addition, there is a minimum amount needed for reservation of some items of equipment in order to be able to use continuously and not affect the service, such as equipment required for maintenance of the fuel receiving/dispensing system, including materials that are used frequently or take a long time to purchase or have high transportation costs, etc., The Company also prepares its monthly receipt-payment reports and monthly checks in order to have sufficient equipment for maintenance.

Maintenance Plan

The Company has a maintenance plan with materials, spare parts, and equipment separately for each type of machine. There are a budget for maintenance, a follow-up on the performance of maintenance operations to review whether it is in accordance with the annual work plan, and a report on actual expenses compared to the budget which is reported to the management division.

Service Procedures

The Company provides receiving, storing, blending, and dispensing fuel services to users. The process details of receiving and dispensing fuel are as follows:

Fuel Receiving Procedures

1. The Company informs the remaining amount of oil to oil traders, coordinates with oil traders to plan for delivering fuel to the depot to have enough fuel to give to stations regularly, and gives vehicle registration information, type, and amount of fuel that the tank trucks will deliver in the morning before opening the depot. This is to verify whether the oil was delivered as required by the Company asked or not. When the carrier arrives at the depot, the Company fundamentally inspects the condition of the vehicle and the invoice of transportation.
2. The carrier brings the transportation invoice to the ticket office staff to verify that the driver, car, and fuel vehicle match what has been notified or not and get a quality and quantity inspection queue.
3. The driver brings the truck to the checkpoint for the officer to inspect the quality and quantity of fuel.
4. The driver connects the fuel pump pipe and then taps the vehicle identification card to confirm the type of fuel to be pumped into the tank. Then, the driver shall press the button to open the pump to pump oil into the tank under the control of the TAS system (the Company's automatic fuel receiving-dispensing control system).
5. When finished pumping oil, the driver picks up a copy of the invoice and takes the car out of the depot

Fuel Receiving Procedures



Fuel Dispensing Procedures

1. The fuel tank truck from Gas Stations come to receive fuel as ordered and choose to receive fuel at the Company's depot.
2. The Company fundamentally inspects the condition of the vehicle according to the security measures of the depot.
3. The driver contacted the ticket office staff to receive fuel. The Company will designate fuel distribution channels according to the types and quantities of customers' orders.
4. The Company's employees inspect the vehicle condition, check the cleanliness of the containers, and seal the dispensing pipe.
5. The driver brings the truck to the parking lot at the number specified in the filling instruction sheet.
6. The driver puts the fuel loading arm into the receiving compartment of the fuel tank truck.
7. The driver taps the vehicle's identification card to allow the TAS system to confirm the receipt of fuel, which allows the meter to dispense the specified type and quantity of fuel.
8. The driver puts the loading arm back and takes the truck to the Company's employees to seal the fuel tank cap.
9. The driver receives the fuel documents at the office and drives off.



Stock Count and Receipt Confirmation

The Company has 2 types of fuel measurements in fuel tanks:

1. Automatic Tank Gauging(ATG) which will count continuously
2. Measured by dropping an oil tape measure vertically 2times a day, before and after closing the depot, to verify the measured value from the ATG system.



oil measuring tape



Dropping the weight of steel ball vertically

Production department personnel is a person with the following qualifications:

1. High vocational certificate or higher
2. At least 1-year professional experience
3. Good problem-solving skill
4. Pump and valve maintenance skills are preferable.
5. Pipeline or pipeline's inner pressure knowledge is preferable.
6. Able to work in shifts. Able to work on holidays.
7. Passed the health checkup according to the scope as follows:
 - General physical examination by a doctor (PE)
 - Drug test (Amphetamine)
 - X-ray examination with large film (CXR)
 - Short and long-sightedness and color blindness test and Toluene
 - Detection of benzene in urine, analysis of metabolite in urine (S-Phenyl mercapturic Acid or T-Muonic Acid)
 - Hepatitis B virus (HBsAg) examination
 - Complete blood count (CBC)
 - Fasting Blood Sugar (FBS)
 - Hearing performance examination
8. Black-List examination before starting work
 - 8.1 The Black-List examination must be done before informing employees to start work.
 - 8.2 Criteria for Black-List consideration are as follows:
 - Collaborated with the Company and/or the employer and have behaviors that are against the Company's work ethics while working.
 - 8.3 If an applicant is on the Blacklist, consideration will depend on the decision of the executives and/or supervisors involved.

Service Procedures

Service Procedures Information is in Section "Raw Material Procurement."

Environmental Impact

In business operations, the prevention system of fuel evaporation affecting the atmosphere is implemented by using an internal floating roof system to reduce the rate of fuel evaporation. The amount of air pollutants released into the outside environment is under the law. For waste from services such as oil sludge and oil-contaminated material, the Company has hired an external company to properly treat and dispose of, with a license as required by law. However, because of the nature of the business involving in the flammable materials storage, the Company has to comply with various safety rules and regulations by relevant regulatory agencies such as the Department of Energy Business, Department of Industrial Works, to strictly prevent hazards that may occur to health and the environment. At the moment, the Company has no dispute in relation to the environment.

Environmental Disputes or Litigation and Guidelines for Resolving such Disputes

On December 31, 2024, the Company has no legal disputes that may negatively affect the Company's assets of higher than 5% of the shareholders' equity.

Proportion of domestic and overseas procurement

Income from	Name of raw material	Value (Baht)
Thailand	Services of receiving, storing, and distributing finished fuel	0.00

1.2.2.4 Assets used in business undertaking

Core permanent assets

As of December 31, 2025, the Company had the main assets used in its business operations, including land, buildings, equipment, and investment properties, all of which had a total net book value of 465.67 million baht as follows :

The appraisal price of core permanent assets

List of assets	Book value / Appraised value	Ownership	Obligations	Additional details
Lands	104.37	Owned	None	- Khon Kaen Oil Depot Land 37 Rai 12 square wah. Location No. 111 Moo 10, Kut Nam Sai Subdistrict, Nam Phong District, Khon Kaen Province 40310 -- Sisaket Oil Depot Land 74 rai, 5 ngan, 78 square wah. Location: 111 Moo 5, Nong Bua Subdistrict, Kantrarom District, Sisaket Province 33130
Buildings and building improvements	103.33	Owned	None	-
Oil depots	191.47	Owned	None	-
Decorations and Equipment	14.45	Owned	None	-

List of assets	Book value / Appraised value	Ownership	Obligations	Additional details
Vehicles	0.76	Owned	None	-
Computer and Software	2.70	Owned	None	-
Investment properties	39.44	Owned	None	- Khon Kaen Oil Depot Land 26 Rai 71 square wah. Location No. 111 Moo 10, Kut Nam Sai Subdistrict, Nam Phong District, Khon Kaen Province 40310 -- Sisaket Oil Depot Land 45 rai, 2 ngan, 4 square wah. Location: 111 Moo 5, Nong Bua Subdistrict, Kantarom District, Sisaket Province 33130
Water supply system and construction-in-progress of prototype	9.15	Owned	None	-

Core intangible assets

Software used for recording operational data and efficiently managing company tasks.

Investment policy in the subsidiaries and associated companies

Investment policy in the subsidiaries and associated : Yes
companies

Premier Tank Corporation Public Company Limited “Company” has a policy to supervise the operations of subsidiaries and associated companies. It, therefore, requires that the nomination and exercise of voting rights in the appointment of persons as directors in subsidiaries and associated companies must first be approved by the Board of Directors. The persons appointed as directors for subsidiaries and associated companies are responsible for acting in the best interests of such subsidiary or associates (not in the best interests of the Company). The Company requires that such appointed persons must be approved by the Board of Directors before voting or exercising voting rights on important matters of subsidiary and associated companies, which are of the same level of importance as if they are carried out by the

Company itself which must be approved by the Board of Directors. The submission of representatives to be directors in such subsidiaries and associates shall be in accordance with the proportion of the Company's shareholding and/or agreements between shareholders in such subsidiaries and associates.

In addition, in the case of a subsidiary, the Company requires that the persons appointed by the Company must supervise the subsidiary's operations in related transactions, the acquisition or disposition of assets, or other important transactions of such subsidiaries to be completed and accurate in accordance with the regulations of the Office of the Securities and Exchange Commission and/or the Stock Exchange of Thailand. He/She must apply the regulations relating to the disclosure of the above information and transactions in the same manner as the Company's regulations, including ensuring that the data and accounting records of the subsidiaries are collected and recorded so that the Company can audit and collect to prepare the consolidated financial statements in time as prescribed by the Stock Exchange of Thailand.

1.2.2.5 Under-construction projects

Under-construction projects : No

Details of under-construction projects

Total projects : N/A

Values of total ongoing projects : N/A

Realized value : N/A

Unrealized value of remaining projects : N/A

Additional details : -

1.3 Shareholding structure

1.3.1 Shareholding structure of the group of companies

The Company has Hydrogenius Co., Ltd. as a subsidiary, which operates the business of manufacturing, procuring, and distributing tap water filtration systems for utility and consumption. The Company holds a 79.9999% stake. Mr. Weeraphon Burapapatanapong, a director, represents the Company as the Chairman of the Board of Directors of the said subsidiary.

Policy on operational organization within the group of companies

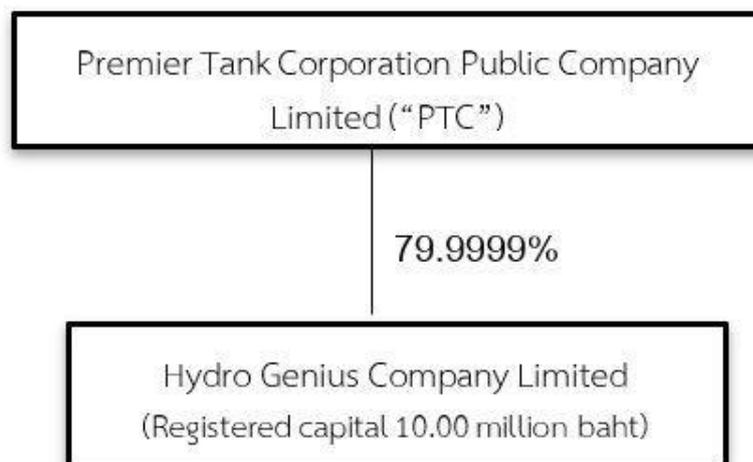
The Company has a policy for supervising the operations of its subsidiaries and associated companies. Therefore, the nomination and exercise of voting rights for appointing individuals as directors in subsidiaries and associated companies must first be approved by the Company's Board of Directors. Individuals appointed as directors in subsidiaries or associated companies are responsible for acting in the best interests of those respective subsidiaries or associated companies (not solely for the best interests of the Company). Furthermore, the Company stipulates that such appointed individuals must obtain approval from the Company's Board of Directors before casting votes or exercising voting rights on significant matters of the subsidiaries and associated companies, which are of the same level of importance as matters that would require approval from the Company's Board of Directors if undertaken by the Company itself. The appointment of representatives as directors in such subsidiaries and associated companies shall be in accordance with the Company's shareholding proportion and/or the shareholders' agreement in such subsidiaries and associated companies.

Furthermore, in the case of a subsidiary, the Company requires that the person appointed by the Company must ensure that the subsidiary conducts its operations regarding connected transactions, the acquisition or disposal of assets, or any other significant transactions of such subsidiary fully and correctly in accordance with the criteria of the Securities and Exchange Commission and/or the Stock Exchange of Thailand, and applies the criteria related to disclosure and the aforementioned transactions in the same manner as the Company's criteria. This also includes overseeing the collection and recording of the subsidiary's accounting data, enabling the Company to inspect and compile it to prepare consolidated financial statements promptly as required by the Stock Exchange of Thailand.

Shareholding diagram of the group of companies

Does your company have any shareholdings in other : Yes
companies?

Shareholding diagram



Subsidiaries

Company name	Juristic person who holds shares of the company	Shareholding proportion (%)	Voting right proportion (%)
Hydro Genius Company Limited	PREMIER TANK CORPORATION PUBLIC COMPANY LIMITED	79.99%	79.99%

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

Name and the location of the head office	Type of business	Type of shares	The number of shares	The number of shares sold
Hydrogenius Limited 2034/69-70 Italthai Tower, 15th Floor, Phetchaburi Tat Mai Road, Bang Kapi Sub-district, Huai Khwang District Bangkok 10310 Telephone : +066-2134-4013 Facsimile number : -	Manufacture, procure, and distribute tap water filtration systems for domestic and potable use.	Common shares	799,999	799,999

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

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

1.3.3 Relationship with major shareholders' business

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

Non-compete agreement

Currently, the company's major shareholders, the Burapapatthanapong family, are engaged in businesses related to the energy sector, specifically oil transportation and gas stations. However, these businesses do not have a significant competitive or interdependent business relationship with the company's operations.

1.3.4 Shareholders

List of major shareholders

Group/List of major shareholders	Number of shares (shares)	% of shares
1. Prime Gain Holding Co., Ltd.	104,996,000	25.61
2. Mr. Thaweewat Burapapattanapong	54,000,000	13.17
3. Growider Capital Company Limited	15,000,000	3.66
4. C4 Corporation Co., Ltd.	14,993,000	3.66
5. Mrs. Suda-Orn Burapapattanapong	12,000,000	2.93
6. Mr. Thalengkiat Phattharapisitphong	10,000,000	2.44
7. Mr. Atthapol Sittipongtanakul	9,250,000	2.26
8. Miss Weeraya Burapapattanapong	8,794,000	2.14
9. Mr. Weeraphon Burapapattanapong	7,930,000	1.93
10. Mr. Weerawat Burapapattanapong	7,930,000	1.93
11. Mr. Pongsa Siripreechapong	4,947,800	1.21
12. Miss Warunee Hengarunprasarn	4,910,000	1.20
13. Mr. Chusak Amornphairoj	3,353,800	0.82
14. Mrs. Manee Amornkul	3,187,200	0.78
15. Thai NVDR Company Limited	3,154,705	0.77
16. Mr. Kriangsak Tiawsirisup	3,100,000	0.76
17. Mr. Winit Hongniphon	3,001,000	0.73
18. Miss Pattaraporn Luemsamran	3,000,000	0.73
19. Mr. Pitichai Denpruktham	2,675,200	0.65

Major shareholders' agreement

Does the company have major shareholders' agreements? : Yes

To prevent potential conflicts of interest that may arise in the future, to protect shareholders' rights, and to treat shareholders fairly, the Burapapattanapong family, consisting of Mr. Taweewat, Ms. Sudaorn, Mr. Veerawat, Mr. Veerapol, and Ms. Veeraya, has entered into an agreement with the Company not to engage in businesses of the same type as the Company and its subsidiaries (if any), or become a partner in a company, or an ordinary partnership, or a partner

with unlimited liability in a limited partnership, or serve as a director, employee, or controlling person in any business that operates in the same nature and competes with the business of the Company and its subsidiaries (if any), whether for their own benefit or the benefit of others. Should the major shareholders identify such business opportunities in the future, they shall consider allowing the Company and its subsidiaries (if any) to undertake those businesses. This agreement shall remain binding until Mr. Thaweewat, Ms. Suda-Orn, Mr. Weerawat, Mr. Weeraphon, and Ms. Weeraya, along with their related persons as defined by the Notification of the Securities and Exchange Commission No. Kor Jor 17/2551, collectively hold less than 10.00% of the Company's paid-up registered capital and do not hold positions as executives or directors of the Company.

1.4 Amounts of registered capital and paid-up capital

1.4.1 Registered capital and paid-up capital

Registered capital and paid-up capital

Registered capital (Million Baht) :	205.00
Paid-up capital (Million Baht) :	205.00
Common shares (number of shares) :	410,000,000
Value of common shares (per share) (baht) :	0.50
Preferred shares (number of shares) :	0
Value of preferred share (per share) :	0.00

Has the company listed in other stock exchange?

Has the company listed in other stock exchange? : No

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

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

1.4.3 Shareholding by Thai NVDR Company Limited (NVDR)

Are shares held by Thai NVDR Company Limited (NVDR)? : Yes
Number of shares (Share) : 3,154,705
Calculated as a percentage (%) : 0.77

The impacts on the voting rights of the shareholders

Thai NVDR Company Limited is a subsidiary of the Stock Exchange of Thailand that aims to promote investment in the company's ordinary shares, particularly for foreign investors. The registration process for investing in NVDR shares does not have the same foreign limit restrictions and these shareholders do not have the right to vote in the company's meetings.

1.5 Issuance of other securities

1.5.1 Convertible securities

Convertible securities : No

1.5.2 Debt securities

Debt securities : No

1.6 Dividend policy

The dividend policy of the company

The Company intends to conduct its business based on the principles of good corporate governance, transparency, and accountability, taking into account the interests of stakeholders and recognizing the rights of shareholders as both investors and owners of the Company. Therefore, to enhance long-term shareholder value, the Company has established the dividend payment policy for the Company and its subsidiaries as follows:

Company's Dividend Payment Policy

In the event that the Company has a net profit, dividends shall be paid at a rate of not less than 40 percent of the net profit from the separate financial statements after deducting corporate income tax and all types of reserves, as stipulated by law and the Company's regulations. However, dividend payments shall not exceed the retained earnings in the separate financial statements, and in the event that the separate financial statements show accumulated losses, the Company will not consider paying dividends.

Nevertheless, the Company may consider setting a dividend payment rate lower than that specified above, depending on the Company's operating results, financial position, and liquidity, as well as the necessity for working capital in operations, the Company's future business expansion plans, and other factors related to the Company's management, as deemed appropriate by the Board of Directors.

Dividend payments must be approved by the shareholders' meeting, except for interim dividend payments which the Board of Directors may approve from time to time when it deems that the Company has sufficient profit to pay dividends. Such interim dividend payments shall be reported to the shareholders' meeting at the next shareholders' meeting.

The dividend policy of subsidiaries

- None -

Historical dividend payment information

	2021	2022	2023	2024	2025
Net profit per share (baht : share)	0.3263	0.2102	0.1832	0.1147	0.0186
Dividend per share (baht : share) ⁽¹⁾	0.1000	0.0820	0.0750	0.0470	0.0100
Ratio of stock dividend payment (existing share : stock dividend)	0.0000 : 0.0000				
Value of stock dividend per share (baht : share)	0.0000	0.0000	0.0000	0.0000	0.0000
Total dividend payment (baht : share)	0.1000	0.0820	0.0750	0.0470	0.0100
Dividend payout ratio compared to net profit (%) ⁽²⁾	41.88	40.16	40.94	40.98	53.89

Remark : ⁽¹⁾ The Board of Directors resolved to submit the matter for consideration and approval at the General Meeting of Shareholders, which will be held on April 24, 2026.

⁽²⁾ The dividend payout rate is determined by policy, calculated from the net profit of the separate financial statements, and considers the dividends paid for the operating results of that fiscal year.

2. Risk management

2.1 Risk management policy and plan

Risk management policy and plan

The company set risk management policies and regulations regarding risk management system that all executives and employees must follow and instill risk management as organizational culture, having a Chief Executive Officer responsible for overseeing the company's risk management operations. The Board of Directors had assigned the Audit Committee to monitor and inspect the risk management system to ensure that risks are managed as planned throughout the organization. The risk management working group presented its work to the Executive Committee, Risk Management Committee, Audit Committee and the Board of Directors to be informed, so that risks are managed and closely monitored, including to ensure that risks are at an acceptable level. Such policies and procedures were required to be reviewed annually in order to be consistent with changes and business operations. The roles and responsibilities of those involved in risk management were clearly defined in the risk management policy and published on the company website www.premiertankcorp.com

In the year 2025, The Company's Board of Directors had reviewed the risk management plan to be consistent with the Company's business operations' direction and strategy, considering factors that will cause risks both inside and outside the organization. And the Board of Directors received reports on risk management from the Risk Management Committee on a quarterly basis.

2.1.1 Risk Management Structure

The company had systematic and integrated risk management along with formulating strategies and business plans in order to establish continuous risk management throughout the organization and to ensure that risk management would be efficient and effective. Therefore, a risk management structure had been established, consisting of the Board of Directors, Risk Management Committee, executives and entity, including the reporting structure as follows: entity, Risk Management Working Group, Executive Committee, Risk Management Committee, Audit Committee and the Board of Directors

2.1.2 Risk management Tools

The company provided continuous enterprise risk assessments on a regular basis, covering all activities of the company. There were risk factor assessment and ranking and management follow up according to the risk management plan in order for all risks that affect the achievement of the company's objectives to be dealt with appropriately and in a timely manner, which the principles of enterprise risk management (ERM : Enterprise Risk Management) according to the risk management framework guidelines of COSO 2017 (The Committee of Sponsoring Organizations of the Treadway Commission), which is an international risk management guideline, have been applied as a guideline for the company's risk management.

2.2 Risk factors

The company faces risk factors arising from Strategic Risk, Operational Risk, Technology Risk, Financial Risk, ESG Risk, risks pertaining to laws, official regulations, and the company's policies and procedures (Compliance Risk), and Fraud and Corruption Risk, with the following details.

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

Strategic business operational risks of the company

Risk factors for the company that may significantly impact investors' returns on investment can be summarized as follows:

Risk 1 Risk from reliance on major customers

Related risk topics : Strategic Risk

- Reliance on large customers or few customers

Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations

Risk characteristics

In 2025, the company provides services to PTT Oil and Retail Business Public Company Limited ("PTTOR"), accounting for 100% of its business, making PTTOR the company's sole client. A service agreement for the use of oil storage facilities has been established with this major client. This agreement pertains to the Khon Kaen depot, with a duration of 3 years, commencing from October 1, 2024, to September 30, 2027, and is renewable for two additional terms.

Risk-related consequences

The company therefore faces risks from 1) not having contracts renewed by customers or 2) continuing to provide services under different terms and conditions, which significantly impacts the company's revenue and operating results. Furthermore, if the company is unable to find new customers to replace them or adapt its business operations, it could affect the company's ability to continue as a going concern in the future.

Risk management measures

The company has the following risk management approaches:

1) Maintaining good relationships with existing customers to retain them by delivering quality products on time. In the event of transportation issues, the company assists customers in resolving problems and provides support to ensure convenient service. This also includes maintaining consistency in the company's services for customer satisfaction. Given that the current major customer has been with the company since its inception and has maintained a strong relationship throughout, the company is confident that its oil depots are crucial for the customer in managing a flexible supply chain to gain a competitive advantage in sales and reduce the risk of relying on a single method of oil transportation and distribution. To build confidence in the company's expertise and trust for it to act as an independent oil depot service provider (Outsource) for customers, the company has prepared knowledgeable and skilled personnel to provide services and fulfill contractual obligations effectively.

To mitigate the risk of declining performance due to reduced service fees, the company has a strategy to expand its customer base to include gas stations, thereby increasing the volume of oil dispensed. This helps alleviate the impact of reduced per-unit service fees. The company has a marketing plan to promote its services to gas stations by meeting

with them and providing information on the services offered. The company's team will present information on convenient, fast, and safe oil collection services, as well as highlight the variety of oil types available for dispensing. This enables gas stations to efficiently plan their oil stock management during periods of fluctuating oil prices. Furthermore, the company also assists in preliminary inspections of vehicles and drivers and notifies gas stations if a vehicle or driver collecting oil at the depot is found to be in a condition that could pose a safety risk during transportation. Therefore, with the quality and dedication to service as described, the company is confident that it can expand its customer base of gas stations to increasingly utilize the company's oil collection services from its depots.

2) Expand the new customer base. The company's oil depot is a modern private depot that can provide efficient services due to excellent maintenance throughout its operational period. As a result, the company is confident that it can offer services to other oil traders. Furthermore, the company can proceed with obtaining permits to add more oil storage tanks and enhance the oil blending system to accommodate more than one oil trader at the Khon Kaen depot. For the Sisaket depot, with its most modern blending service system and management in the Northeastern region, the company can serve more than one customer, thereby reducing the risk of relying on a single customer.

3) In the event that the company's contracts are not renewed and no new customers utilize the company's oil depots, the company can still adapt its depot system to store other types of products, such as ethanol or various chemicals. The Northeastern region is a significant ethanol production hub in the country. Data from the Ministry of Energy indicates that there are currently 11 ethanol production plants in the Northeast. Given the quality of service and efficiency of the company's depots, the company is confident that it can offer services to new business segments beyond oil traders.

Risk 2 Risks from competition and the entry of new competitors

Related risk topics : Strategic Risk

- Behavior or needs of customers / consumers

Risk characteristics

Currently, a company listed on the Stock Exchange of Thailand has constructed an oil depot to supply oil to users in the upper northeastern region of Thailand, specifically in Ban Phai District, Khon Kaen Province. This involves transporting oil via pipeline from Saraburi Province to Khon Kaen Province, which also overlaps with some of the company's target areas. Consequently, once this oil pipeline and depot commence operations, the company will encounter competition in providing oil storage and distribution services.

Risk-related consequences

The Company has assessed the impact of a potential decrease in fuel stations receiving fuel from the Khon Kaen depot due to the establishment of a new depot. This new depot is located in the southern part of Khon Kaen Province, in Ban Phai District, while the Company's depot is situated in the northern part of the province, in Nam Phong District. The two depots are 85.3 kilometers apart. When comparing the locations of the fuel depots, the fuel stations from which the Company might lose market share to the Ban Phai District fuel depot are those located closer to the Ban Phai depot than to the Company's Khon Kaen depot. This assessment is based on location data and the volume of fuel received by customer fuel stations that have been receiving fuel from the Khon Kaen depot from 2018 to the present. Under the assumption that fuel stations located closer to the new depot than to the Khon Kaen depot will no longer receive fuel from the Khon Kaen depot, fuel stations located at a similar distance from both the new depot and the Khon Kaen depot will reduce their fuel reception from the Khon Kaen depot by 50%. For fuel stations located closer to the Khon Kaen depot than to the new depot, they will continue to receive fuel from the Khon Kaen depot as before. This is because choosing to receive fuel from a nearby depot allows fuel stations to manage their fuel stock more

efficiently during periods of fluctuating fuel prices, and it also helps reduce the risk of accidents during transportation and minimizes the risk of fuel loss during transit. Under these assumptions, the Company has estimated that it may lose market share due to a decrease in fuel stations receiving fuel from the Company's Khon Kaen depot by no more than 30% of the current volume of fuel supplied by the Company from the Khon Kaen depot.

Risk management measures

The Company believes that it maintains high-quality standards in serving its current customers. Under the risk management principles of its oil dealer customers, reliance on a single service provider in the supply chain is avoided to prevent damage or impact that may arise if such a service provider encounters problems or is unable to provide services as required. Therefore, oil dealers tend to maintain a diversity of transportation methods and a variety of oil distribution depots, adjusting the proportion of transportation methods used according to each situation. Both of the Company's oil depots can receive oil from refineries or any other depots belonging to oil dealers. Oil dealers can thus manage oil transportation routes to efficiently control costs and the supply chain from the refinery origin to the destination service stations, which are the buyers of oil from the oil dealers, at any given time. Furthermore, according to the policy of current major oil dealer customers, there is a trend to focus on growth by increasing the number of gas stations that are privately owned and operated (Dealer Owned Dealer Operated: DODO). The Company is therefore confident that its oil dealer customers will need to have oil distribution points that can be spread across various areas to facilitate access and cover target areas, thereby encouraging more private operators to invest in the DODO model.

Risk 3 Risks from using electric power to replace fuel.

Related risk topics : Strategic Risk

- Behavior or needs of customers / consumers
- Government policy

Compliance Risk

- Laws and regulations is not favorable for doing business

Risk characteristics

Electric Vehicle (EV) technology is a technology that is currently receiving significant attention, as it helps mitigate pollution issues for living organisms and the environment. This is because the use of electric vehicles does not emit carbon dioxide and carbon monoxide into the atmosphere, as there is no fuel consumption and no internal combustion within the engine. Currently, the number of internal combustion engine vehicles in Thailand and the number of electric vehicles

Risk-related consequences

The number of electric vehicles at the end of 2025 was 122,782 units. Compared to the cumulative number of registered vehicles at the end of 2025, this represents a proportion of 17.30. Therefore, oil continues to play a role as the primary energy source for driving the country's transportation sector. This is because Thailand still lacks the necessary infrastructure to support the use of electric vehicles, such as charging services that are not yet sufficient or comparable to petrol stations nationwide. Furthermore, charging takes a considerable amount of time due to the large batteries in electric vehicles, and the price of electric vehicles is higher than that of internal combustion engine

vehicles. In addition, consumers are concerned about the high maintenance costs of electric vehicles. Moreover, current oil prices remain stable, which is a significant factor for consumers when purchasing a car. Consequently, electric vehicles will not be able to replace internal combustion engine vehicles in the near future.

Risk management measures

The company continues to monitor the volume of registered electric vehicles on a quarterly basis and incorporates such risks into its annual enterprise risk management plan. This is to monitor for any increasing trends and to report the monitoring results to the Board of Directors in accordance with the risk management framework, thereby ensuring preparedness and addressing such risks.

Risk 4 Risk from the Burapapattanapong family group being a major shareholder with influence over the determination of management policies.

Related risk topics : Operational Risk

- Systems or internal control system

Risk characteristics

Currently, the major shareholder family group, comprising Mr. Weerawat Burapapattanapong, Mr. Weeraphon Burapapattanapong, and family members, as well as Prime Gain Holding Co., Ltd. and Growider Capital Co., Ltd., will hold shares representing 49.23 percent of the company's total issued shares. Furthermore, some members of the Burapapattanapong family group, who are major shareholders, also serve as the Chief Executive Officer and authorized directors of the company.

Risk-related consequences

This may result in the aforementioned group of shareholders having almost complete power in management and controlling votes in nearly all important resolutions, whether concerning the appointment of directors or requesting resolutions on other matters requiring a majority vote at the shareholders' meeting. This excludes matters stipulated by law or company regulations, which require a three-fourths vote of the shares present and entitled to vote. Consequently, other shareholders attending the meeting and entitled to vote may not be able to gather sufficient votes to scrutinize or counterbalance the management of the major shareholders.

Risk management measures

The company's management structure comprises a total of 5 committees and sub-committees: the Board of Directors, the Audit Committee, the Executive Committee, the Nomination and Remuneration Committee, and the Risk Management, Corporate Governance, and Sustainability Committee. Each committee has clearly defined scopes of authority and responsibilities, making the company's operational system standardized and easily auditable. Furthermore, the company's board structure consists of 4 independent directors and 3 executive directors, out of a total of 7 directors. There is also an Audit Committee comprising 3 independent directors, each possessing knowledge and expertise, which enhances the transparency of the company's operations and allows for a certain degree of checks and balances in presenting matters for consideration at shareholder meetings.

Additionally, the company has established procedures for transactions involving directors, major shareholders, or controlling persons in the business, as well as individuals who may have conflicts of interest. Such individuals will not have the authority to approve those transactions, thereby mitigating potential risks.

Risk 5 Risk of accidents in oil depots

Related risk topics : Operational Risk

- Human error in business operations
- Safety, occupational health, and working environment

Risk characteristics

The company's oil depot is a primary facility for generating service revenue for the company, and thus, there is a risk of accidents occurring within the depot.

Risk-related consequences

The company possesses an oil depot, which serves as a revenue-generating asset. Personnel are present within the oil depot throughout its operational hours, leading to a constant potential for accidents. These incidents may arise from the employees themselves or from environmental factors, both controllable and beyond control. All such circumstances constitute inherent risks.

Risk management measures

The company has obtained legal liability insurance arising from the operation of controlled business type 3 under the Fuel Control Act, specifically pertaining to the operation of controlled oil businesses. This includes insured capital for Khon Kaen depot and Sisaket depot amounting to 50.00 million Baht and 25.00 million Baht, respectively. Property risk insurance, including oil stock and spare parts stock at the Khon Kaen and Sisaket oil depots, has coverage amounts of 473.88 million Baht and 493.88 million Baht, respectively. The aforementioned risk insurance coverage details insured assets item by item, covering structures, buildings, furniture, computer systems, and communication systems, as well as oil stock and spare parts stock under the company's care, with sufficient insured amounts. The insurance policies have been continuously renewed annually. However, in the company's past operations, no serious accidents have occurred at the company's oil depots. This is due to the company's establishment of safety standards and operational manuals, and strict adherence required from employees and external visitors. Furthermore, fire drills are conducted annually to ensure readiness in the event of a serious accident. Additionally, the company has received ISO 9001:2015 and ISO 14001:2015 certifications, which assures that the company possesses efficient operational systems capable of reducing the occurrence of potential accidents.

Risk 6 Risk of Information Technology System Disruption

Related risk topics : Strategic Risk

- Changes in technologies

Operational Risk

- Information security and cyber-attack

Compliance Risk

- Violations of laws and regulations

Risk characteristics

The company has implemented information technology systems, such as the Terminal Automation System (TAS), which controls various operations within the oil terminal. In the event of a malfunction in the TAS information technology system, it could impact the company's operations, preventing the oil terminal from issuing automatic fuel dispensing commands as usual. However, oil terminal operators can dispense fuel manually by following manual processing procedures until the system is repaired. This risk could adversely affect the company's operational capabilities.

Risk-related consequences

The company has entered into a contract for the inspection and maintenance of the TAS system with a highly specialized system provider. The system provider's team is available to receive notifications of malfunctions and coordinate problem resolution 24 hours a day via software that allows remote control of computers. Furthermore, in the event of contract termination, the contractor must provide written notice to the company at least 6 months in advance to enable the company to procure a new contractor for system replacement and maintenance.

Risk management measures

The company has implemented a data backup system, with a separate backup server for storage. Data is backed up daily, and weekly backups are performed to Own Cloud. Furthermore, backed-up data is regularly tested. The company has an IT Contingency Plan to address emergency situations and conducts regular drills for employees to mitigate such risks. It should be noted that since the company's oil depot commenced operations, there have been no TAS system malfunctions that have impacted the company's business operations.

However, if the TAS system experiences a malfunction, the company can restore it to normal operation within 1 hour (Recovery time objective: 1 hour).

Risk 7 Risk from accidents, resistance, sabotage, and natural disasters

Related risk topics : Operational Risk

- Climate change and disasters
- Impact on the environment

Risk characteristics

The company faces accident risks that may arise from personnel operations or from the prolonged service life of various equipment within the oil depot.

Risk-related consequences

The risk of community opposition if operational processes impact the community, the risk of various natural disasters, and additionally, the oil depot may be at risk of sabotage.

Risk management measures

The company has established various measures and continuously implements them to manage the aforementioned risks, as follows:

- Consistently emphasizing caution to personnel.
- Maintaining various equipment according to the specified schedule.
- Building relationships with communities surrounding the oil depot.
- Coordinating with relevant government agencies and local authorities.
- Establishing security plans, installing various equipment such as CCTV systems, conducting regular drills, and ensuring all equipment is always in ready-to-use condition.
- Conducting annual fire drills and evacuation exercises to be prepared for emergencies at both the oil depot and the head office.
- Developing and practicing a Business Continuity Plan to prepare for crisis situations, including obtaining insurance for the oil depot with coverage for all assets within the depot.

Risk 8 Cyber threat risk

Related risk topics : Operational Risk

- System disruption risk

Risk characteristics

Operations increasingly reliant on digital technology, the adoption of automation systems, and the trend of connecting operational data via the internet.

Risk-related consequences

This results in operations facing increased risks from cyber threats, such as network attacks or Enterprise Resource Planning (ERP) system attacks, unauthorized data destruction, or data misuse. These threats could potentially impact the business or the company's reputation.

Risk management measures

The company recognizes cyber threats, which are increasingly diverse and severe today. Therefore, it has implemented various measures to mitigate the impact and the likelihood of its network being compromised by malicious actors. This includes establishing an information technology system security policy and an emergency information technology system backup plan. For instance, the company has upgraded its computer network system to ensure high availability and prevent system failures by backing up the network system with servers to ensure continuous operation and minimize the chances of failure. The company implements strict security control measures, such as computer security systems (Firewall), access rights review, data backup and recovery from unexpected disruptions or disasters, as well as detection of unauthorized network access.

Risk 9 Risks in new business investment

Related risk topics : Financial Risk

- Fluctuation in return on assets or investment
- Income volatility

Risk characteristics

The Company invests in establishing new businesses aligned with its vision and mission to develop energy and utility infrastructure. This strategy aims to diversify its revenue base and achieve sustainable growth in the future. Consequently, the Company makes these investments through established subsidiaries. Such investments may necessitate a certain amount of capital for the development of these new businesses.

Risk-related consequences

may face the risk of investment returns not meeting targets, project or plan implementation being delayed, or incurring higher investment costs than budgeted. The Company prioritizes risk management related to investments, as failure to meet expected investment returns and operational performance would impact the Company's revenue and cash inflows. To manage these risks and mitigate their impact, the Company will thoroughly survey data, analyze competitors, study feasibility, and evaluate the investment's worthiness. This information will be presented to the Risk Management Committee for consideration prior to investment. Once implemented, the Company requires the management committee to monitor performance periodically as appropriate, such as revenue and net profit compared to targets, to review success and recommend appropriate solutions if performance does not meet targets.

Risk management measures

However, for the company's investment in new businesses, it is stipulated that a feasibility study must be conducted for every project, presented to the Executive Committee and the Risk Management Committee to assess risks in each

aspect, and submitted to the Board of Directors for consideration and approval prior to investment. This also includes planning the management of cash inflows and outflows to avoid impacting current operations, thereby ensuring that the company's investment yields maximum benefits and effectiveness.

Risk 10 Risk from greenhouse gas emissions

Related risk topics : Operational Risk

- Climate change and disasters

Risk characteristics

Due to climate change, stemming from the rising global temperature trend, there will be heatwaves, sea-level rise, ocean acidification, and more severe natural disasters. These phenomena will cause widespread damage to lives and property, representing an international concern. Thailand is a country significantly impacted by climate change, ranking 4th out of 48 countries globally in terms of severe economic risk from climate shifts. Should the global temperature increase beyond 3.2 degrees Celsius, global warming is projected to reduce Thailand's GDP by 43.6% in 2048. Consequently, Thailand is compelled to reduce greenhouse gas emissions.

Risk-related consequences

The Company's business operations are related to the environment and climate concerning greenhouse gas emissions. The Company acknowledges this importance and has conducted environmental quality measurements at its operational areas. Environment Research and Technology Co., Ltd. served as the testing body for these environmental quality measurements. This data is utilized to evaluate the factory's quality management system and to establish measures to prevent and mitigate impacts on the health and well-being of employees and the public. Tests include the concentration of chemicals in the working atmosphere, the working environment (heat, light, and noise), drinking water quality, and wastewater quality. The inspection results are within standard criteria.

Risk management measures

The Company is currently studying relevant measures to mitigate greenhouse gas emissions through the use of renewable energy or by replacing materials or equipment that yield reduced greenhouse gas emissions.

Risk 11 Human Resources Management Risk

Related risk topics : Operational Risk

- Human error in business operations

Risk characteristics

The company believes that personnel are a key factor in the organization's success. The loss of personnel would reduce work efficiency and effectiveness, lead to a lack of business continuity, and incur additional costs for recruiting and training new personnel. Furthermore, it may result in the loss of organizational knowledge.

Risk-related consequences

The loss of personnel inevitably leads to a decrease in work efficiency and effectiveness, disrupts business continuity, and incurs additional costs for recruiting and training new personnel. Furthermore, it may result in the loss of organizational knowledge. In managing personnel risks, the company has established measures to ensure that its personnel possess knowledge and capabilities aligned with the organization's business model and lead the organization towards sustainable growth.

Risk management measures

In personnel risk management, the Company has established measures to ensure that its personnel possess knowledge and capabilities aligned with the organization's business model and lead the organization towards sustainable growth.

- Ensuring employees receive appropriate compensation and benefits to reward their dedication and diligence in contributing to the organization's success. Employees receive compensation in the form of salaries according to the Company's salary structure, which offers competitive compensation rates and benefits compared to the labor market for similar businesses.
- Supporting joint activities between employees and management to foster strong relationships, which will lead to a happy organization.

Risk 12 Risk in community relations surrounding the oil depot

Related risk topics : Strategic Risk

- ESG risk

Risk characteristics

In addition to operating the company's business sustainably, the company also places importance on the communities surrounding the oil depot. There is also a continuous learning process to coexist sustainably with society by fostering good relationships with nearby communities through participation in various projects, continuous financial support for community and social activities, including education, job creation or vocational promotion in the community, as well as environmental promotion and care within the community. The company is therefore confident that we maintain good relationships with the communities around the oil depot.

The implementation of the aforementioned risk reduction measures will ensure that the company's employees possess sufficient knowledge and capabilities to enable the company to become a sustainably growing organization.

Risk-related consequences

As explained above

Risk 13 Legal, Regulatory, and Compliance Risks

Related risk topics : Compliance Risk

- Change in laws and regulations

Risk characteristics

In addition to the normal course of business operations, which must comply with various laws, regulations, and requirements in general, the Company's business is directly related to fuel. It operates under a license to operate a fuel oil depot business in accordance with Section 17 of the Fuel Oil Control Act B.E. 2542 (1999) ("Controlled Business Operator Type 3") from the Department of Energy Business, Ministry of Energy. Under the conditions of each type of license, the licensee is required to comply with various measures in accordance with legal requirements or to submit relevant reports. Should the Company fail to comply with the specified requirements or conditions, it may face legal penalties, be unable to renew its license, or fail to renew its license within the stipulated timeframe. This could result in legal fines or the cessation of business operations, all of which would impact the Company's operations and financial position.

Risk-related consequences

Furthermore, the uncertainty of laws, regulations, and various requirements, if subject to change, may also impact the company's essential licenses. Should there be future amendments to laws, regulations, and requirements that necessitate the company to make changes or to rectify its licenses within a specified timeframe, the company's inability to comply and make timely amendments could affect the validity of those licenses. This may lead to increased costs, and if the company is unable to adhere to such altered laws, it could significantly and negatively impact the company's business, operational performance, financial position, reputation, and business opportunities.

Risk management measures

However, the Company is aware of such risks and has therefore assigned a department to monitor changes in laws, regulations, and various requirements that may be relevant to its business operations, and to ensure compliance with the terms and conditions of licenses, as well as to regularly oversee the renewal of various licenses to mitigate such risks. This process is monitored by the Board of Directors monthly. It is noted that, in the past, the Company has not encountered any significant issues related to laws, regulations, or various requirements.

Risk 14 Risks associated with securing various licenses required for the company's business operations.

Related risk topics : Compliance Risk

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

Risk characteristics

In the company's business operations, it is necessary to obtain or maintain various licenses for the receipt, storage, blending, and distribution of petroleum products. These include, but are not limited to, a petroleum depot operation license from the Department of Energy Business, Ministry of Energy; a tank usage license from the Excise Department; and a license for operations hazardous to health under the Public Health Act B.E. 2535 (1992) (including any amendments thereof). Should there be any changes to or expiration of these required licenses, it could potentially impact the company's business operations.

Risk-related consequences

may impact the company's business operations, for instance, the failure to obtain an operating license constitutes non-compliance with regulations and rules.

Risk management measures

However, the Company is aware of such risks and has therefore established a monitoring process to ensure that it obtains or maintains all necessary licenses for its business operations. Currently, the Company possesses all such required licenses.

Risk 15 Risk of failure to protect customer data and inappropriate use of customer data.

Related risk topics : Compliance Risk

- Legal risk

Risk characteristics

The Personal Data Protection Act B.E. 2562 ("PDPA") was published in the Royal Gazette on May 27, 2019, and fully enforced on June 1, 2022. The Company, as a data controller, has a duty to comply with the processes of collecting, using, or disclosing personal data in accordance with the procedures and requirements of the PDPA. Furthermore, relevant agencies under the PDPA will establish additional related regulations to ensure full compliance with the PDPA.

Risk-related consequences

In the event that the Company fails to comply with legal requirements or laws and regulations pertaining to personal data protection, this may result in lawsuits or any legal actions by government agencies or other individuals against the Company, which would significantly and negatively impact the Company's reputation, operational performance, and business opportunities.

Risk management measures

However, the Company has prioritized the security of customer-related personal data. The Company has established a personal data protection policy and appointed a Data Protection Officer to comply with the procedures and requirements of the Personal Data Protection Act. Furthermore, measures have been implemented to restrict access to customer personal data for employees and third parties who require such data, and personal data will be processed according to the purposes notified to the data subjects and in accordance with the specified legal bases. Additionally, the Company engaged Audit House Co., Ltd. to review and evaluate its internal control system. Audit House Co., Ltd. reviewed the efficiency and effectiveness related to compliance with the procedures and requirements of the Personal Data Protection Act as planned in 2025.

In 2025, the Company found no deficiencies regarding compliance with laws, regulatory requirements, and the Company's policies and procedures.

2.2.2 Risk to securities holders

Are there any risk factors affecting securities holders? : No

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

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

3. Business sustainability development

3.1 Policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

The Company places importance on sustainable business operations by considering environmental and social aspects, including respect for human rights and good corporate governance, for the ultimate benefit of shareholders, stakeholders, and related parties. Therefore, to demonstrate its intention and commitment to driving its business with these considerations in mind, the Company has formulated this Sustainability Management Policy. The objective is to align this governance with the Company's business operations and corporate strategies, and to ensure consistency with the Sustainable Development Goals (SDGs) of the United Nations. The Board of Directors mandates an annual review of the Sustainability Management Policy to ensure its relevance to the changing business environment.

In 2025, the Company will continue to operate in accordance with the policies, management framework, and sustainability strategies from the previous year.

The Board of Directors, executives, and employees of the Company are responsible for supporting, promoting, and acting in accordance with the established sustainability management policy.

Corporate Governance Principles and Sustainability Management Practices

1. Sustainability Governance

The Board of Directors shall oversee the objectives, goals, and business strategies of the Company to ensure that the Company can operate its business sustainably as follows:

1.1 The Board of Directors shall oversee the development of strategies and annual plans that align with the Company's objectives and key goals. It shall also review the objectives, goals, and strategies for short-term and long-term business plans to ensure that the strategies and annual plans are appropriate and up-to-date.

1.2 The Board of Directors shall oversee the analysis of the environment, factors, and various risks that may affect stakeholders in the Company's value chain, as well as factors that may affect the Company's objectives and the achievement of its key goals. There are mechanisms in place to ensure a true understanding of stakeholder needs.

1.3 The Board of Directors shall oversee the setting of appropriate goals in accordance with the business environment and the Company's capabilities, taking into account the risks of setting goals that may lead to illegal or unethical actions.

1.4 The Board of Directors shall oversee the communication of objectives and goals through strategies and plans throughout the organization.

1.5 The Board of Directors shall oversee the allocation of resources, appropriate operational controls, and monitor the implementation of strategies and annual plans.

In addition, the Company places importance on operating a business that fosters a positive corporate culture. The Company has established seven core values ("PREMIER") as the principles for conducting business, as follows:

P – Passion for Excellence

R – Reliability

E – Efficiency

M – Moving Fast

I – Integrity

E – Environment and Safety

R – Responsibility to Stakeholders

2. Sustainability Management Approach

The Company is fully committed to operating responsibly towards its stakeholders, along with managing sustainability in terms of the environment and society. The Company incorporates sustainability management approaches as an integral part of its business operations as follows:

2.1 Management of Stakeholders in the Business Value Chain

The Company is committed to creating value for its business to meet the expectations of its stakeholders. The Board of Directors has established management practices to mitigate the impact on stakeholders as follows:

- 1) The Company conducts its business with transparency, integrity, and in compliance with the law. It avoids any actions that may lead to conflicts of interest. The Company has a comprehensive policy and risk management system that covers the entire business value chain.
- 2) The Company is committed to developing efficient services to meet customer needs and satisfaction. It focuses on customer relationship management and prioritizes the protection of company and partner information to prevent any impact on business operations.
- 3) The Company manages to enhance its organizational capabilities by prioritizing personnel development, promoting business collaborations, and seeking investment and business expansion opportunities related to the Company's vision and mission. Sustainability assessments are conducted comprehensively for new businesses. The Company also develops the capabilities of partners throughout the value chain to enhance its strengths and achieve continuous growth.
- 4) The Company will disclose its sustainability management practices transparently in accordance with recognized international standards to enable monitoring and continuous improvement.

2.2 Environmental Sustainability Management

The Company prioritizes the development of its environmental performance in compliance with relevant laws, regulations, and international standards. The Company is committed to managing processes throughout its value chain to ensure efficient resource utilization, along with management to reduce environmental impacts. Therefore, the Company has established the following guidelines for environmental conservation for sustainability:

- 1) Establishing environmental policies and practices to comply with relevant laws and regulations on appropriate environmental management. The focus is on providing efficient services, reducing environmental impacts, and maximizing resource recycling.
- 2) Cultivating awareness and campaigning for all employees in the organization to be mindful of energy conservation, such as the efficient use of electricity and water. The Company also supports waste management through waste segregation and initiatives to promote greenhouse gas management.
- 3) Establishing a systematic environmental management system with a supervisory mechanism, monitoring and improvement processes, evaluation, and reporting for continuous development.
- 4) Communicating environmental policies and practices to all employees in the organization, including stakeholders throughout the value chain. The Board of Directors and management are committed to managing and supporting the Company in implementing these policies continuously and achieving the set targets.

Furthermore, the Company prioritizes the safety and health of its personnel by promoting and instilling a culture of safety, occupational health, and environmental awareness. The Company has established a Safety, Occupational Health, and Working Environment Policy to ensure a safe and hygienic working environment for its employees.

2.3 Social Sustainability Management

The Company conducts its business with adherence to and prioritization of its social duties and responsibilities. It is committed to operating as a good role model for society, upholding ethical principles and good corporate governance to create sustainable benefits for society as follows:

- 1) The company conducts its business with social responsibility at every stage of the business chain, leading to harmonious coexistence within society.
- 2) The Company supports and respects the protection of human rights throughout its business chain. It treats its employees fairly and equally, promotes local employment, and does not discriminate based on race, religion, gender,

age, education, beliefs, or any other factors. The Company provides welfare, safety, and hygiene in the workplace, develops work systems, and encourages employees to participate in social contributions, both directly and indirectly, to drive sustainable economic growth.

The Company has specified the guidelines for social and environmental responsibility practices in the Social and Environmental Responsibility Policy.

Sustainability management goals

Does the company set sustainability management goals : Yes

The company sets sustainability goals according to the organization's strategic plan for 2025 – 2027 as follows:

Governance/Economic Dimension To be a responsible investment company, taking into account stakeholders and generating sustainable returns.

	Goals for 2025-2027	Performance for 2025
Customer centricity	<ul style="list-style-type: none"> ● Oil availability > 100% ● Customer’s satisfaction for services survey results > 80% ● Resolved customer's service complaints 100% ● No complaints regarding customer's privacy. 	100.00% 94.75% 100.00% 0 complaints
Corporate governance	<ul style="list-style-type: none"> ● Corporate governance assessment results from a recognized institution at the “Excellent” level ● No warning on good conducts of corporate governance from the regulator. ● No complaints on actions that violated the principles of good corporate governance from the stakeholders. 	AGM checklist assessment result “100 points” and CGR “god” 0 warnings 0 complaints
Protection of data and information systems	<ul style="list-style-type: none"> ● No disruption or significant security incident to the information technology systems for business operations in the Company ● No litigations or complaints regarding personal data violation from data owners or regulatory authorities. 	0 incidents 0 litigations/ complaints

Social Dimension Be a good citizen and support sustainable social growth.

	Goals for 2025-2027	Performance for 2025
Human resource management	<ul style="list-style-type: none"> ● Employees > 60% must receive <u>trainings</u> ● Employee’s organizational commitment rate > 70% 	<ul style="list-style-type: none"> • 100% • 100%
Safety and occupational hygiene	<ul style="list-style-type: none"> ● 0 Accidents/ Injuries resulting in employee’s death ● 0 Accidents/ Injuries resulting in employee’s absence 	0 Times 0 Times
Respect for human rights	<ul style="list-style-type: none"> ● No litigations or complaints regarding human rights violations in the Company's business activities. 	0 litigations/ complaints
Participation in community and social development	<ul style="list-style-type: none"> ● Operate projects/ activities that help improve the communities or society’s well-beings 	Expenses for social development and support in total 413,732.54 baht

Environmental Dimension Invest and operate the business with environmental impact in mind.

	Goals for 2025-2027	Performance for 2025
Energy Management and Climate Change	<ul style="list-style-type: none">● Reduce greenhouse gas emissions throughout the entire organization	324 tCO ₂ e
Business Process Resource Management	<ul style="list-style-type: none">● The quality of wastewater from the production process complies with the laws and standards.	100% according to goals

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

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

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

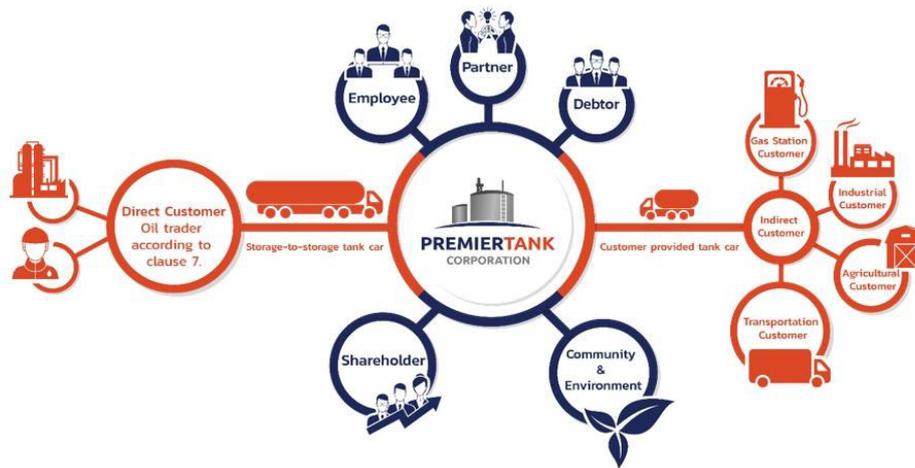
In 2025, the Board of Directors reviewed the annual sustainability management policy at the 5/2025 Board of Directors meeting on December 17, 2025.

3.2 Management of impacts on stakeholders in the business value chain

3.2.1 Business value chain

The company has prioritized the management of the business value chain in its operations from upstream to downstream in order to improve the efficiency of the company's management. It is aware of the importance and committed to taking care of all groups of stakeholders appropriately by identifying and analyzing stakeholders in the value chain in order to determine appropriate operational guidelines for them. Each group has established corporate governance principles and operational policies, as well as regulations in the Good Corporate Governance Handbook, in order to effectively manage the business value chain. In business operations, the company has main activities and stakeholders involved in the process, namely: (1) shareholders, (2) employees, (3) customers, (4) partners or supplier, (5) communities and society, and (6) government agencies and related agencies.

Business value chain diagram



3.2.2 Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
Internal stakeholders			

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Employees 	<ul style="list-style-type: none"> • Caring for the quality of life of employees, including their health and safety in the work environment. • Compensation receive annual bonuses and good benefits. • Advancement and Job Security • Being Fair Treatment • Learning opportunities to grow further. • Evaluation of work with fairness 	<ul style="list-style-type: none"> • Development of employees' potential and asking about the needs of employees to be sent for training in matters related to their duties. • Health and safety in the work environment • Annual evaluation • Improving welfare benefits in the company 	<ul style="list-style-type: none"> • Online Communication • Internal Meeting • Complaint Reception • Employee Engagement Survey • Satisfaction Survey • Training / Seminar • Others <ul style="list-style-type: none"> • Performance assessment
External stakeholders			
<ul style="list-style-type: none"> • Shareholders 	<ul style="list-style-type: none"> • Received a high return on investment, and the company grows steadily and sustainably. • Management / operation are transparent and can be checked. • All shareholders have rights and are treated equally. • There is a good audit and internal control system. • There is an effective risk management system. 	<ul style="list-style-type: none"> • Good Corporate Governance, Risk Management and Compliance. • Stability and Availability of Service. • Communication and Credibility Building 	<ul style="list-style-type: none"> • Annual General Meeting (AGM) • Others <ul style="list-style-type: none"> • Quarterly Earnings Announcement • Meeting with analysts/investors through events such as Opportunity Day and mai Forum • Audit System and Risk Management • Disclosure of information through communication channels, including websites, electronic mail, and
External stakeholders			

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Suppliers 	<ul style="list-style-type: none"> • Transparent, ethical, and ethical business operations • communication with partners • Fair and transparent competition • Conduct business with business partners with transparency, fairness, and equality. • Comply with regulations, requirements, and orders regarding procurement. 	<ul style="list-style-type: none"> • Have a verifiable process, and problems are investigated and resolved in a timely manner. • Implementation of regulations, agreements, terms, and conditions strictly. 	<ul style="list-style-type: none"> • Complaint Reception • Satisfaction Survey • Others <ul style="list-style-type: none"> • Follow the terms and conditions.
External stakeholders			
<ul style="list-style-type: none"> • Customers 	<ul style="list-style-type: none"> • Providing services with transparency and fairness in doing business with customers • Responding to requests for timely support and assistance • Delivering as promised in terms of quantity and quality. 	<ul style="list-style-type: none"> • Auditable process • There is a timely investigation and problem-solving effort. 	<ul style="list-style-type: none"> • Satisfaction Survey • Training / Seminar • Others <ul style="list-style-type: none"> • Design the company's business plan to meet the needs of customers. • Standards are set, and operational processes are designed to achieve service efficiency for custom • Confidentiality of customer information
External stakeholders			

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Government agencies and Regulators 	<ul style="list-style-type: none"> • Compliance with rules, regulations, laws, and company policies. • Take responsibility for society and the environment. • Cooperate with and support various projects of government agencies. 	<ul style="list-style-type: none"> • Strictly comply with all relevant laws and regulations in every aspect. 	<ul style="list-style-type: none"> • Training / Seminar • Others <ul style="list-style-type: none"> • Cooperate with relevant government agencies. • Strict compliance with relevant laws in various fields, including the environment, quality of life • Support government projects that are beneficial to society and the public. • Fair and transparent business operations

3.3 Management of environmental sustainability

3.3.1 Environmental policy and guidelines

The Company gives importance to the development of environmental operations in accordance with the laws, relevant regulations, and international standards. The company is committed to managing processes along the business value chain for efficient use of resources and to reducing environmental impact. The Company has set guidelines for environmental preservation and sustainability as follows:

- 1) Determine environmental policies and practices in order to appropriately comply with environmental laws and regulations, with a focus on providing efficient services, reducing environmental impacts, and circulating resource use for utmost benefit.
- 2) Cultivate awareness and campaign for all employees in the organization to be mindful of the importance of economical energy use, such as the use of electricity and proper use of water, as well as supporting waste management by separating waste and waste, as well as initiatives to support the management of greenhouse gases.
- 3) Assign responsibility for systematic environmental management, including a governance process, monitoring and improvement, and assessment and reporting for continuous improvement.
- 4) Communicate to all employees in the organization, including stakeholders throughout the value chain, to be aware of the environmental policies and practices that the directors and executives are committed to managing and supporting the Company to implement such policies continuously and achieve results according to the set guidelines.

In addition, the company also attaches importance to the safety and health of its personnel by promoting and instilling awareness of safety, occupational health, and the environment. The company has set policies for safety, occupational health, and working environment to provide employees with a safe and hygienic working environment.

Environmental policy and guidelines

Environmental policy and guidelines : Yes

Environmental guidelines : Electricity management,
Water resources and water quality management,
Waste management,

(1) Power Management

The company encourages activities to maximize energy use and implements various measures for efficient use of energy, such as maintenance of equipment and machinery to always be efficient and switching to energy-saving lighting with fluorescent replacements. Through the public relations boards of each department, this includes promoting and communicating to employees the importance of energy conservation and using electricity wisely.

(2) Water Management

Water is an important natural resource due to its limited availability and necessity for the livelihood of stakeholders. The company has used tap water and ground water in its business operations. The company has recorded the amount of water used by the 2 oil depots, including measuring the quality of wastewater according to the manual for controlling and supervising wastewater treatment that the company has prepared. This is to ensure that the effluent quality value from all operational activities of the company meets the standards required by law. The company has measured the quality of effluent in every oil depot at 100 %. The Company's oil depots have oil traps to trap wastewater generated from usage within the depots before releasing it to a holding pond to measure water quality before releasing it to natural water sources.

(3) Garbage, Waste, and Pollution Management

The company manages waste disposal according to its operating procedures for waste management. The company has a guideline for garbage and waste management that involves separating waste types by cooperating with the municipality to bring recyclable waste to be used for further benefits. In terms of hazardous waste disposal The company has hired an outside company that is authorized by relevant laws to collect hazardous waste for management. In order to comply with the announcement of the Ministry of Industry regarding the disposal of waste or unused materials (B.E. 2548, the Factory Act (B.E.2535), and the announcement of the Ministry of Industry regarding criteria and methods for notifying details about waste or unusable materials outside the factory via electronic media (Internet), 2004-while waiting for an outside company to pick up hazardous waste-the oil depot will have waste stored safely and securely.

(4) Management to Address the Issue of Greenhouse Gas Emissions

The company is aware of the importance of natural resources that may be depleted in the future and the risks from global climate change. Every organization should work together to reduce the potential impact from business operations or activities.

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

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

Changes in environmental policies, guidelines, and/or goals : Electricity management,
 Water resources and water quality management,
 Waste management,
 Greenhouse gas and climate change management,

Results	2024	2025	Goals
Number of significant environmental incidents	0 cases	0 cases	0 cases
Violation of environmental laws or regulations	0 cases	0 cases	0 cases
Fines for law violation or significant environmental fines	None	None	None

3.3.2 Environmental operating results

Information on energy management

Energy management plan

The company's energy management plan : Yes

The company encourages activities to maximize energy use and implements various measures for efficient use of energy, such as maintenance of equipment and machinery to always be efficient and switching to energy-saving lighting with fluorescent replacements. Through the public relations boards of each department, this includes promoting and communicating to employees the importance of energy conservation and using electricity wisely.

Setting goals for managing electricity and/or oil and fuel

Does the company set goals for electricity and/or fuel : Yes
 management

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased for consumption	-	2026 : Reduced by 13,700.00 Kilowatt-hour

Performance and outcomes of energy management

Performance and outcomes of energy management : No

Energy management: Fuel consumption

	2023	2024	2025
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	3,801.72	3,700.24	4,571.66
Gasoline (Litres)	3,047.50	2,963.61	2,664.40
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard cubic feet)	0.00	0.00	0.00
LPG (Kilograms)	0.00	0.00	0.00
Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	0.00	0.00	0.00

Energy management: Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	927,481.00	828,776.00	602,438.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	927,481.00	828,776.00	602,438.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	0.00	0.00	0.00

Information on water management

Water management plan

The Company's water management plan : Yes

Water is an important natural resource due to its limited availability and necessity for the livelihood of stakeholders. The company has used tap water and ground water in its business operations. The company has recorded the amount of water used by the 2 oil depots, including measuring the quality of wastewater according to the manual for controlling and supervising wastewater treatment that the company has prepared. This is to ensure that the effluent quality value from all operational activities of the company meets the standards required by law. The company has measured the quality of effluent in every oil depot at 100 %. The Company's oil depots have oil traps to trap wastewater generated from usage within the depots before releasing it to a holding pond to measure water quality before releasing it to natural water sources.

Setting goals for water management

Does the company set goals for water management : Yes

Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	2025 : Water withdrawal 2,366.00 Cubic meters	2026 : Reduced by 3%

Performance and outcomes of water management

Performance and outcomes of water management : Yes

In 2025, There is continuous maintenance and inspection of the water supply system to meet standards, including an effective wastewater management Which found no issues with water quality exceeding the specified limits and no fines related to violations of water management laws.

Results	2024	2025	Goals
Violations of water management laws	0 cases	0 cases	0 cases
Fines from significant violations of water management laws	None	None	None

Water management: Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	4,411.00	3,831.00	2,366.00
Water withdrawal by third-party water (cubic meters)	2,407.00	2,208.00	1,750.00
Water withdrawal by surface water (cubic meters)	0.00	0.00	0.00
Water withdrawal by groundwater (cubic meters)	2,004.00	1,623.00	616.00
Water withdrawal by seawater (cubic meters)	0.00	0.00	0.00
Water withdrawal by produced water (cubic meters)	0.00	0.00	0.00

Water management: Water discharge by destinations

	2023	2024	2025
Percentage of treated wastewater (%)	0.00	0.00	0.00
Total wastewater discharge (cubic meters)	0.00	0.00	0.00
Wastewater discharged to third-party water (cubic meters)	0.00	0.00	0.00
Wastewater discharged to surface water (cubic meters)	0.00	0.00	0.00
Wastewater discharged to groundwater (cubic meters)	0.00	0.00	0.00
Wastewater discharged to seawater (cubic meters)	0.00	0.00	0.00

Water management: Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	4,411.00	3,831.00	2,366.00

Water management: Recycled water consumption

	2023	2024	2025
Total recycled water for consumption (Cubic meters)	0.00	0.00	0.00

Information on waste management

Waste management plan

The company's waste management plan : Yes

The Company has a waste management approach that focuses on reducing, reusing, and recycling, as well as cultivating awareness among employees in the organization and is committed to complying with relevant laws to lead to sustainable business development by campaigning and cultivating the efficient use of resources among employees and personnel of the Company, along with regular control and monitoring of results.

Setting goals for waste management

Does the company set goals for waste management : Yes

Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Increase of waste recovery Waste type: Non-hazardous waste	2025 : non-hazardous waste 1,122.66 Kilograms	2026 : Increased by 5%	• Reuse

Performance and outcomes of waste management

The company manages waste disposal according to its operating procedures for waste management. The company has a guideline for garbage and waste management that involves separating waste types by cooperating with the municipality to bring recyclable waste to be used for further benefits. In terms of hazardous waste disposal The company has hired an outside company that is authorized by relevant laws to collect hazardous waste for management. In order to comply with the announcement of the Ministry of Industry regarding the disposal of waste or unused materials (B.E. 2548, the Factory Act (B.E.2535), and the announcement of the Ministry of Industry regarding criteria and methods for notifying details about waste or unusable materials outside the factory via electronic media (Internet), 2004-while waiting for an outside company to pick up hazardous waste-the oil depot will have waste stored safely and securely.

Performance and outcomes of waste management : Yes

Garbage and Waste Disposal and Pollution

	2024	2025	Goals
Garbage, waste and pollution complaints from local community around the oil terminal or the government	0 cases	0 cases	0 cases
Fines from violations of garbage and waste disposal and pollution laws	None	None	None

Waste management: Waste Generation

	2023	2024	2025
Total waste generated (Kilograms)	2,482.33	2,108.11	1,122.66
Total non-hazardous waste (kilograms)	2,482.33	2,108.11	1,122.66
Non-hazardous waste - Landfilling (Kilograms)	0.00	0.00	0.00
Non-hazardous waste - Incineration with energy recovery (Kilograms)	0.00	0.00	0.00
Non-hazardous waste - Incineration without energy recovery (Kilograms)	0.00	0.00	0.00
Non-hazardous waste – Others (kilograms)	2,482.33	2,108.11	1,122.66
Total hazardous waste (kilograms)	0.00	0.00	0.00
Hazardous waste - Landfilling (Kilograms)	0.00	0.00	0.00
Hazardous waste - Incineration with energy recovery (Kilograms)	0.00	0.00	0.00
Hazardous waste - Incineration without energy recovery (Kilograms)	0.00	0.00	0.00
Hazardous waste – Others (kilograms)	0.00	0.00	0.00

Waste management: Waste reuse and recycling

	2023	2024	2025
Total reused/recycled waste (Kilograms)	0.00	0.00	0.00
Reused/Recycled non-hazardous waste (Kilograms)	0.00	0.00	0.00
Reused non-hazardous waste (Kilograms)	0.00	0.00	0.00
Recycled non-hazardous waste (Kilograms)	0.00	0.00	0.00
Reused/Recycled hazardous waste (Kilograms)	0.00	0.00	0.00
Reused hazardous waste (Kilograms)	0.00	0.00	0.00
Recycled hazardous waste (Kilograms)	0.00	0.00	0.00

Information on greenhouse gas management

Greenhouse gas management plan

The company’s greenhouse gas management plan : Yes

The company is aware of the importance of natural resources that may be depleted in the future and the risks from global climate change. Every organization should work together to reduce the potential impact from business operations or activities. The company is one of the organizations that contributes to such an impact. Therefore, the company has calculated and reported the company's greenhouse gas emissions in 2025 to find ways to reduce greenhouse gas emissions from business operations in the future. The Company of greenhouse gas emissions for 3 scope:

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : Yes

Company's existing targets : Setting other greenhouse gas reduction targets

Setting other greenhouse gas reduction targets

Details of setting other greenhouse gas reduction targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year
Scope 2	2025 : Greenhouse gas emissions 301.16 tCO ₂ e	2026 : Reduced by 6.85 tCO ₂ e in comparison to the base year	2028 : Reduced by 3% in comparison to the base year
Scope 3	2025 : Greenhouse gas emissions 4.57 tCO ₂ e	2026 : Reduced by 3% in comparison to the base year	2028 : Reduced by 3% in comparison to the base year

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas : No management

Greenhouse gas management : Corporate greenhouse gas emission

	2023	2024	2025
Total greenhouse gas emissions (Metric tonnes of carbon dioxide equivalent)	490.59	439.36	324.23
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	17.28	16.80	18.50
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	463.65	414.31	301.16
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	9.66	8.25	4.57

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

Verification of the company's greenhouse gas emissions : No

Information on incidents related to legal violations or negative environmental impacts

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

	2023	2024	2025
Number of cases or incidents of legal violations or negative environmental impact ((cases))	0	0	0

3.4 Social sustainability management

3.4.1 Social policy and guidelines

The Company operates its business under a sustainability management policy, taking into account environmental issues, social issues (which include respect for human rights), and good corporate governance, for the utmost benefit of shareholders, stakeholders, and relevant parties. Regarding social dimension sustainability management, the Company adheres to and prioritizes its duties and responsibilities towards society. It is committed to conducting business in a manner that serves as a good example for society, with ethical principles and good corporate governance practices, to create sustainable benefits for society, as follows:

- 1) The Company conducts its business with social responsibility at every step of the business chain and contributes to harmonious coexistence in society.
- 2) The Company supports and respects the protection of human rights throughout its business chain, treats employees equally and fairly, promotes local employment, and does not discriminate based on race, religion, gender, age, education, beliefs, or any other factor. It also provides welfare, safety, and hygiene in the workplace, develops work systems, and encourages employees to participate in contributing to society, both directly and indirectly, to drive a sustainable economy.

The Company also conducts its business under its corporate governance policy and business ethics, adhering to and prioritizing its duties and responsibilities towards society and stakeholders, including shareholders, customers, business partners, employees, communities, and the surrounding society. This is to foster a commitment to conducting business in a manner that serves as a good example for society, with ethical principles and good corporate governance practices, to create benefits for society, the environment, and sustainable development. In 2025, the Board of Directors reviewed the policy on December 17, 2025.

Social and human rights policy and guidelines : Yes

Social and human rights guidelines : Employee rights, Community and environmental rights, Safety and occupational health at work

Implementation of policies and practices

Human Resources

- Respect for human rights and fair labor practices

The company has policies and practices towards employees based on the fundamental principle of treating all employees equally and fairly without exception, and ensuring fairness to employees at all levels. This includes matters of employment, compensation and benefits, development and training, promotion or position consideration, disciplinary action and punishment, termination or retirement, employee transfers and reassignments, occupational health, safety, and labor protection. The company treats all employees equally without exception and provides suitable working conditions for employees. The company has policies regarding safety, occupational health, and the working environment, emphasizing prevention to avoid hazards, ensuring employees and the establishment are free from work-related dangers. The company will care for employees and arrange the establishment to have safe and hygienic working conditions and environment, as well as promote and support employees' work to be safe from hazards. Concurrently, it also ensures appropriate benefits for all employees and fairness to employees at all levels. Supervisors must be a reliable resource and a good role model for employees, and promote employee activities to build good relationships. The Human Resources Department is responsible for developing plans for control, supervision, evaluation, organizing relationship-building activities, and coordinating with relevant departments. In summary:

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

Review of social and human rights policies, guidelines, and/ : Yes

or goals over the past year

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

In 2025, the Company's Board of Directors reviewed the aforementioned policy and guidelines at the 4/2025 meeting on November 13, 2025, with no material amendments made to the said policy.

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : No

3.4.2 Social operating results

Information on employees and labor

Employees and labor management plan

The company's employee and labor management plan : Yes

Employee and labor management plan implemented by : Fair employee compensation, Employee training and
the Company in the past year development

1) Personnel Recruitment and Selection

The company has an equal employment and termination policy, establishing clear and transparent guidelines that respect human rights and fair treatment of labor. The selection and hiring of employees will be based on the applicant's qualifications, education, knowledge, abilities, and experience, matching the job characteristics and position equally, without discrimination, and without restrictions or barriers related to matters not directly relevant to job performance, such as gender, race, religion, culture, etc. Termination will also be conducted fairly in accordance with laws and employee regulations.

In 2025, the company had a total of 46 employees, with diverse age ranges, genders, educational levels, and job characteristics.

In compliance with the Persons with Disabilities' Quality of Life Promotion and Development Act B.E. 2550 (2007), Sections 33 and 35, which stipulate the employment of persons with disabilities at a ratio of 1 person with disability per 100 able-bodied persons, the company's employee count in 2025 did not reach the threshold requiring the employment of persons with disabilities. However, should the company's employee count meet the legal requirement, the company will opt to employ persons with disabilities instead of contributing to the Persons with Disabilities' Quality of Life Promotion and Development Fund, to provide opportunities for the underprivileged.

2) Compensation, Welfare, and Employee Performance Evaluation

Compensation and Welfare Considerations: The company has a policy of fair compensation, in compliance with relevant laws, determining compensation based on various factors such as position level and responsibilities, performance results, etc. It also provides fair career advancement opportunities and offers various welfare benefits for company employees as required by law, such as social security and provident funds, and beyond legal requirements, such as assistance for employee uniforms, as well as various types of financial aid, including assistance for employees giving birth, getting married, educational scholarships for employees' children, and support for funeral arrangements for

employees' family members. The company treats male and female employees equally, except where the nature or conditions of the work make it impractical.

Employee Care The company ensures that employees maintain good health regularly and continuously, such as:

- Annual health check-up activities in 2025: 100% of employees have undergone examinations.
- Activities supporting company employees in building relationships to foster work collaboration, boost morale, and promote employee engagement with the organization, such as New Year's parties.
- Risk assessment of threats to workers in physical, chemical, biological, psychosocial, and ergonomic aspects. The issues assessed include job characteristics, workload, working hours, workplace, employees, contractors, stakeholders, surrounding communities, and the environment around the warehouse. This is done using a What-If Analysis assessment form based on departmental regulations, hazard identification criteria, risk assessment, and the development of risk management plans, which are evaluated monthly.

Performance Evaluation Company personnel undergo annual performance evaluations, which inform the annual compensation review. The company defines and communicates the evaluation process and criteria to employees, considering employee performance efficiency based on Functional KPIs: assessment of job skills and abilities, jointly established between supervisors and employees, work discipline, and adherence to the code of conduct.

3) Knowledge Development, Training for Employee Potential Development

The company has a policy to promote personnel development by supporting employees in developing knowledge, abilities, potential, positive attitudes, ethics, morality, and teamwork through training processes, seminars, and study visits, to ensure effective employee development. Additionally, the company has a policy for internal promotions and performance evaluations.

4) Organizational Engagement Survey

The company conducts an annual employee engagement survey to analyze the results, which reflect employees' opinions and feelings towards the organization. These findings are then presented to the Executive Board to inform organizational management planning and employee care, ensuring alignment with employee needs and support for business objectives. This approach helps foster employee confidence and engagement with the organization, enabling them to perform at their full potential and commit to long-term employment. In 2025, the employee engagement survey results showed 100% engagement. The company has plans to further enhance employee satisfaction and has allocated an annual budget for activities to build relationships between management and employees within the organization.

Employee retention rate after maternity leave

In 2025, there were 22 female employees, and not female employees took maternity leave.

Setting employee and labor management goals

Does the company set employee and labor management : No
goals

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor : No
management

Employee and labor management: Employment

Hiring employees

	2023	2024	2025
Total employees (persons)	78	75	46
Male employees (persons)	55	53	33
Female employees (persons)	23	22	13

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	0	0	0
Total number of employees with disabilities (persons)	0	0	0
Total male employees with disabilities (persons)	0	0	0
Total female employees with disabilities (persons)	0	0	0
Total number of workers who are not employees with disabilities (persons)	0	0	0
Contributions to empowerment for persons with disabilities fund	No	No	No

Employee and labor management: Remuneration

Employee remuneration

	2023	2024	2025
Total employee remuneration (baht)	36,768,358.96	37,003,613.05	32,244,050.25
Total male employee remuneration (Baht)	25,441,876.98	25,667,968.96	22,551,301.54
Total female employee remuneration (Baht)	11,326,481.98	11,335,644.09	9,692,748.71

Employee and labor management: Employee training and development

The company also supports organizational and human resource development, emphasizing efficient work performance, clearly defining the responsibilities of employees in each position, establishing appropriate compensation, and consistently adjusting salary structures. This includes developing evaluation systems and enhancing employee work performance. In the past, the company has provided various training courses, such as new employee orientation, workplace safety, and courses related to the work of each position. In 2025, the company provided a total of 368.00 hours of employee training, which averages 8 hours per employee per year. The diverse courses cover essential skills such as Introduction to Anti-corruption, ESG Internal Audit, and Technical Safety Officer, among others. Approximately 46 employees participated throughout the year, and these employees can apply the knowledge gained from the training to their actual work. In addition to external training, the company also regularly supports internal knowledge development training by safety experts, such as Safety, Occupational Health, and Work Environment courses, and weekly Safety Talks.

	2023	2024	2025
Average employee training hours (hours / person / year)	8.00	8.00	8.00
Training and development expenses for employees (baht)	77,100.00	38,800.00	7,490.00

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

The company recognizes and prioritizes the safety, occupational health, and working environment (SHE: Safety, Health and Environment) of its employees, who are crucial human resources enabling the company to achieve its objectives and goals. Therefore, the company has established a policy to serve as a guideline, in accordance with the Occupational Safety, Health and Environment Act B.E. 2554 (2011). This policy emphasizes preventing hazards to ensure that employees and the workplace are free from dangers arising from work. The company will look after its employees and arrange the workplace to provide safe and hygienic working conditions and environment, as well as promote and support employees' work performance to be safe from hazards.

Emergency Preparedness

Responding to and operating during crises or various emergencies, whether caused by natural disasters, accidents, or malicious acts against the company. The company is capable of handling unexpected emergencies and ensuring that critical business processes can resume normal operations or operate at a defined level within an appropriate timeframe, thereby helping to mitigate the severity of impacts on the company.

The company conducts annual emergency response drills for its service processes, transportation processes, and information technology systems. These drills include fire fighting and evacuation exercises, chemical spill response drills, oil spill containment exercises, flood response emergency plans, and information technology system outage scenarios.

The company places importance on the safety, occupational health, and working environment of employees at all levels, from executives and office staff to operational personnel. It is committed to conducting business without incidents that cause injury or harm to employees, service recipients, and contractors. The company has established regulations and various manuals for compliance and monitors these matters during monthly executive committee meetings.

Prevention of Operational Accidents

The company employs professional safety officers responsible for controlling, supervising, and inspecting all safety aspects at each oil depot branch. Monthly training sessions on safety, occupational health, and environmental

regulations are provided for external personnel/contractors working at the company. Additionally, the company promotes activities to educate employees and external service recipients about safety.

Lost Time Injury Rate

In 2025, the company reported no work-related injuries resulting in lost time and no work-related fatalities.

Safety, occupational health, and environment at work

	2023	2024	2025
Total number of lost time injury incidents by employees (cases)	1	0	0

Employee and labor management: Employee engagement and internal employee groups

Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	16	7	5
Total number of male employee turnover leaving the company voluntarily (persons)	11	6	4
Total number of female employee turnover leaving the company voluntarily (persons)	5	1	1
Proportion of voluntary resignations (%)	20.51	9.33	10.87
	2023	2024	2025
Evaluation result of employee engagement	Yes	Yes	Yes

Employee internal groups

Employee internal groups : No

Information about customers

Customer management plan

Company's customer management plan : No

Setting customer management goals

Does the company set customer management goals : No

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

The company places significant importance on maintaining the confidentiality of both company and customer information, as any breach could impact business operations from both commercial and legal standpoints. Consequently, the company has established a policy for preserving company and customer confidentiality. Furthermore, the company is committed to being responsible for and protecting the personal data of all stakeholders, including shareholders, employees, customers, and business partners. To demonstrate transparency in its operations and to comply with legal requirements, the company has published its personal data protection policy concerning third parties on its website. The administration of this policy is overseen by a Data Protection Officer, who is responsible for supervising and protecting customers' personal data. This operational framework is in alignment with the Personal Data Protection Act B.E. 2562 (2019).

Customer management: Customer satisfaction

Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

Information on community and society

Community and social management plan

Company's community and social management plan : No

Community and social management plan implemented by : Occupational health, safety, health, and quality of life
the company over the past year

In 2025, no complaints were received from the community regarding social and environmental issues. Furthermore, the company aims to foster the well-being of communities in the vicinity of the oil depot, seamlessly integrating into the local way of life. This includes active participation in community activities and support for local initiatives. Examples of such engagement include the Boon Berk Baan traditional ceremony, the provision of scholarships to children in the communities surrounding the oil depot, and the donation of equipment, among others.

Setting community and social management goals

Does the company set community and social : No
management goals

Performance and outcomes of community and social management

Performance and outcomes of community and social : Yes
management

The company participates in the development of communities and society surrounding its oil depot. It has consistently implemented projects and engaged in activities to enhance the well-being of these communities and society. In 2025, the company's total expenditure for social development and support amounted to 413,732.54 Baht.

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

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

	2023	2024	2025
Total number of cases or incidents of significant legal or social and human rights violations cases	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of incidents or complaints related to business partner’s rights violations (cases)	0	0	0
The total number of cases or complaints related to partner rights violations (Cases)	0	0	0
Total number of cases or incidents leading to disputes with the community/society (cases)	0	0	0
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0

4. Management Discussion and Analysis (MD&A)

4.1 Operation, financial condition and material changes

Operational overview

Business and Operations Overview in 2025

In 2025, Thailand's economy slowed down compared to the previous year, reflected in the volatility in fuel consumption. According to a report by the Department of Business Energy, the consumption of certain types of fuel has changed as follows.

- Gasoline consumption averaged 31.72 million liters per day, an increase of 1.1%.
- High-Speed Diesel consumption average 65.03 million liters per day, a decrease of 2.6%

External factors that have an impact include global economic volatility, trade wars, and uncertainty in international financial markets, while domestic factors, such as the vulnerability of SMEs, declining labor income, and high household debt burdens, all affect purchasing power and the demand for oil in the transportation and industrial sectors.

Under this context, the Company's operations have been impacted, particularly in terms of fuel dispensing volumes which have adjusted according to market conditions. Additional factors include the expiration of the operating contract at the Sisaket oil depot competition from nearby fuel depots. Furthermore, the growth of electric vehicles (BEV, HEV, PHEV) is another factor leading to a declining trend in fuel demand, resulting in a significant decrease in the Company's revenue.

Amid these challenges, the Company has undertaken a restructuring of its revenue streams by increasing the proportion of fixed service income to enhance stability and mitigate long-term volatility. Concurrently, the Company has implemented stringent cost-reduction and expense-control measures in alignment with its operational plan. In addition, liquidity has been prudently managed by placing a portion of cash in short-term fixed deposits with commercial banks, thereby improving returns while reducing exposure to volatile asset investments.

Although operating revenue has declined, the Company has maintained outstanding financial strength, with a current ratio of 96.81 times and a debt-to-equity ratio of only 0.02 times, reflecting a solid financial structure with minimal debt obligations. Meanwhile, the gross profit margin stands at 54.68%, demonstrating operational efficiency. Although the net profit margin decreased to 8.59% due to the cessation of operations at one oil depot, the Company still retains more than 400 million baht in cash and bank deposits, underscoring a robust financial position that is well-prepared to support new investments.

Beyond generating business returns, the Company is committed to developing new ventures in the utilities sector through investment in a subsidiary to establish community water supply systems utilizing advanced filtration technology. This system effectively eliminates pathogens and contaminants without reliance on chemical agents. The prototype entered the commissioning phase at the end of 2025 and is expected to be available for lease and commercial sale in 2026. Such investment not only creates new revenue streams but also reflects the Company's dedication to enhancing the quality of life in remote communities, while aligning with ESG principles and the Sustainable Development Goals (SDGs).

The Company firmly believes that its strong financial structure, prudent investment approach, and focus on developing new businesses aligned with its vision for diversification will enable the Company to generate stable revenue, effectively navigate changes in the business environment, and foster long-term confidence among shareholders and stakeholders.

Diagram of operational overview

BUSINESS OVERVIEW



KHONKAEN

TERMINAL



Finished Product Storage
HSD B7, HSD B10, GSH95, GSH91, E20, and E85



Loading and Unloading Activities
Truck Loading and Unloading with Top Loading System



Working Days
6 Operating days per week (Mon – Sat)



Working Hours
10 Hours (7.00 AM. – 5.00 PM.)



Staffs
35 Staffs with 24-Hour Security Guards



Base Product Storage With Blending System
Diesel Base, G-Base1, G-Base2, Ethanol, B100, and Premium-Diesel



Loading and Unloading Activities
Truck Loading and Unloading with Top Loading System



Working Days
6 Operating days per week (Mon – Sat)



Working Hours
10 Hours (7.00 AM. – 5.00 PM.)



Staffs
25 Staffs with 24-Hour Security Guards

SISAKET

TERMINAL



Analysis on the operation and financial condition

Operating results and profitability

Performance Explanation

Revenue

In 2025, the Company and its subsidiaries had total revenue of 78.06 million baht, a decrease of 61.73 million baht or 44.16% compared to the same period of the previous year. This change was mainly due to the following factors:

1. The decline in fuel dispensing volume, driven by ongoing economic uncertainty, together with the restructuring of the service fee framework in October 2024. The previous fee structure, which was based on actual usage volume, was revised to a minimum monthly service fee as stipulated in the contract, with additional charges applied for usage exceeding the minimum threshold. This restructuring resulted in a lower average service fee per unit compared to the same period of the prior year. The Company's objective in implementing this adjustment was to enhance competitiveness against a newly established oil depot in the nearby area and to stabilize revenue by mitigating volatility arising from fluctuations in usage volume.
2. The temporary suspension of operations at the Sisaket depot resulted from the expiration of the service contract on April 30, 2025. The Company is currently in the process of seeking a new customer to enable the resumption of continuous operations in the future.

Cost of rental and services

In 2025, the Company and its subsidiaries had rental and service costs of 35.38 million baht, a decrease of 20.44 million baht or 36.62% compared to the same period of the previous year. The main factors contributing to this decrease are as follows:

1. Variable expenses decreased by 3.89 million baht, in line with the decline in fuel dispensing volume.
2. Depreciation expenses decreased by 0.30 million baht due to the end of the useful life of certain office furnishings and oil depot equipment.
3. The reduction in personnel expenses was due to organizational restructuring to align with current business conditions, along with changes in accounting classification. Fixed costs associated with the temporarily suspended depot, such as depreciation and electricity costs, from "cost of rental and services" to "administrative expenses" to reflect changes in activities and revenue. This reclassification has been effective since May 2025 and resulted in a significant decrease in service costs of 16.26 million baht compared to the same period last year.

Administrative expenses

In 2025, the Company and its subsidiaries had administrative expenses of 42.02 million baht, an increase of 7.79 million baht or 22.77% compared to the same period of the previous year. The main factors affecting the decrease are as follows:

1. Employee expenses increased by 2.27 million baht due to organizational restructuring following the expiration of the contract for operating the Sisaket oil depot. This involved a reduction in the number of employees along with severance payments in accordance with labor laws in May, classified as a one-time expense. The restructuring was undertaken to enhance operational flexibility and support ongoing business transformation.
1. The changes in accounting classification since May 2025 are to align with the changed activities and revenues by transferring fixed expenses of temporarily suspended depot, such as depreciation and electricity costs, from "cost of rental and services" to "administrative expenses," resulting in an increase in administrative expenses of 8.36 million baht compared to the same period last year.
2. Expenses decreased due to the absence of a loss from asset write-offs amounting to 1.33 million baht, which occurred in March of the previous year, as well as improvements in office management efficiency and expense control, resulting in a further reduction in expenses of 1.52 million baht.

Net profit

In 2025, the Company and its subsidiaries reported a net profit of 7.38 million baht, representing a decrease of 39.59 million baht or 84.29%, compared to the same period of the prior year. This decline was primarily attributable to the significant reduction in total revenue, particularly from lower fuel dispensing volumes and the temporary suspension of operations at the Sisaket oil depot. Although the Company was able to partially reduce cost of rental and service

operations, such measures were insufficient to offset the lost revenue. Furthermore, there were expenses related to severance pay in accordance with labor laws resulting from organizational restructuring to align with the current business environment.

Nevertheless, to strengthen long-term stability, reduce volatility, and generate future profitability, the Company has proactively undertaken the following initiatives:

- Cost management and operational efficiency enhancement across all dimensions.
- Revenue restructuring by increasing the proportion of fixed service income to mitigate volatility.
- Investment in new utility businesses through a subsidiary that develops community water supply systems utilizing advanced filtration technology. The prototype successfully entered the commissioning and handover phase at the end of 2025 and is expected to be available for lease and commercial sale in 2026.

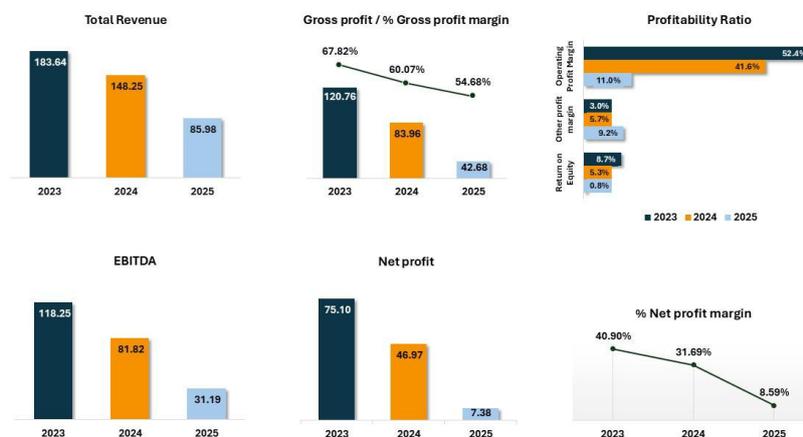
This investment not only generates new revenue streams but also reflects the Company’s commitment to improving the quality of life for people in remote communities, while aligning with ESG principles and the Sustainable Development Goals (SDGs). At the same time, the Company places strong emphasis on prudent liquidity management by allocating surplus operating cash into short-term fixed deposits with commercial banks, thereby enhancing returns and mitigating risks associated with volatile asset investments. This approach has contributed to increased interest income and financial returns, while preserving the stability of the financial structure and strengthening competitiveness to support new investments and deliver sustainable long-term profitability.

Profitability Ratio

In 2025, the Company's gross profit margin and net profit margin decreased from 60.07% in 2024 to 54.68% in 2025, and from 31.69% in 2024 to 8.59% in 2025, respectively. The main reason for this decline was a decrease in revenue due to a reduction in fuel dispensing volumes and the expiration of the Sisaket oil depot service contract on April 30, 2025.

The Company’s return on equity as at 31 December 2025 was 0.82% which decrease compared to 2024 due to the decline in net profit for 2025.

Diagram of operating results and profitability



Asset management capability

Assets

As of December 31, 2025, the Company had total assets of 905.21 million baht, a decrease of 15.49 million baht or 1.68% compared to December 31, 2024, due to the following main reasons:

1. their financial assets (deposits with maturity exceeding 3 months) increased by 91.31 million baht, while cash and cash equivalents decreased by 78.42 million baht. This change was due to the Company's allocation of operating cash into short-term fixed deposits (with maturities not exceeding one year) to achieve higher returns compared to savings deposits. Nevertheless, on a net basis, cash and bank deposits increased by 12.88million baht.
2. Trade and other current receivables decreased by 11.35million baht as a result of more effective receivables management, which enabled the Company to accelerate debt collection.
3. Buildings and equipment decreased net by 16.98 million baht. This included an increase of 3.23 million baht in construction in progress from the development of a prototype automatic water production system, an increase of 1.16 million baht from computers, oil depot equipment and other assets, offset by a decrease of 21.37 million baht from depreciation expense recognized during the year.

Liabilities

As of December 31, 2025, the Company had total liabilities of 14.37 million baht, a decrease of 3.60 million baht or 20.04%, from the previous year. This reduction was mainly attributable to the decrease in trade payables, and the absence of corporate income tax payable, as withholding tax credits exceeded the actual tax liability.

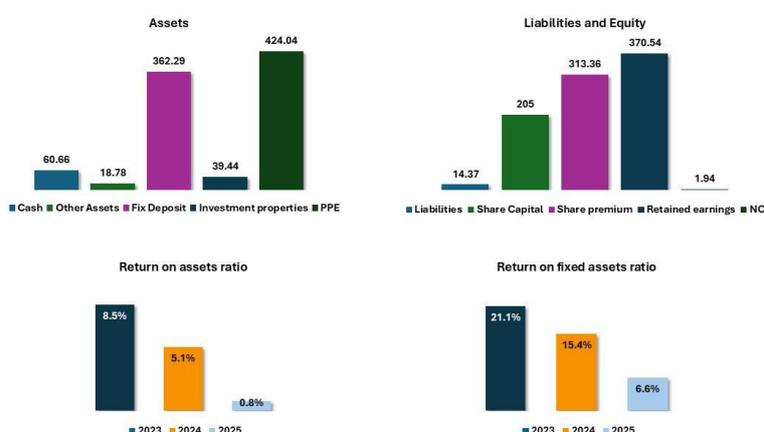
Shareholder's Equity

As of December 31, 2025, the Company had total shareholders' equity of 890.85 million baht, a decrease of 11.89 million baht, or 1.32%, compared to December 31, 2024. This decrease was due to the payment of dividends amounting to 19.27 million baht. Although the Company had a net profit of 7.38 million baht in 2025, it was still insufficient to offset the impact of the dividend payment, resulting in an overall decline in shareholders' equity from the previous year.

Operational Efficiency Ratio

In 2025, the Company's return on fixed assets decreased from 15.38% in 2024 to 6.65%, primarily due to the 84.29% decline in net profit, which outweighed the reduction in fixed assets resulting from depreciation. Fixed assets decreased by 3.85% compared to December 31, 2024.

Diagram of asset management capability



Liquidity and capital adequacy

Sources of funding

The Company's capital structure consists of liabilities and shareholders' equity, as of December 31, 2025, as follows:

- The Company has total liabilities of Baht 14.37 million, accounting for 1.59% of total liabilities and shareholders' equity. The company's total liabilities consist of:

- Current liabilities	4.29 million baht
- Non-current liabilities	10.08 million baht

The Company's liabilities mainly consist of: - Trade account payable, corporate income tax payable, Employee benefit obligations and Deferred tax liabilities

- Total shareholders' equity as of December 31,2025 was Baht 890.85 million, accounting for 98.41% of total liabilities and shareholders' equity, with the following main components:

- Issued and paid-up share capital	205.00 million baht
- Share premium	313.36 million baht
- Retained earnings	370.54 million baht
- Non-controlling interests	1.95 million baht

Cash Flow

In 2025, the Company had a net cash flow from operating activities of Baht 28.63 million. Net cash spent on investment activities amounted to Baht 87.09 million. Net cash spent on financing activities amounted to 19.96 million baht. As a result, the Company's cash decreased in the year by Baht 78.42 million. The details of the acquisition and use of cash are as follows:

Sources of Cash

The Company generated cash from operating activities accounting for 81%, consisting of:

- Net profit plus depreciation and adjustment items of 24.35 million baht
- Decrease in trade receivable and current assets of 12.75 million baht

The Company generated cash from investing and financing activities accounted for 19%, consisting of:

- Interest income of 8.60 million baht
- Sale of assets of 0.01 million baht

Sources of Cash Outflow

The Company had cash outflows from operating activities accounting for 7%, consisting of:

- Increase in other non-current assets of 0.09 million baht
- Corporate income tax payment of 4.06 million baht
- Decrease in trade payables and other current liabilities of 3.05 million baht
- Decrease in other non-current liabilities and employee benefits payment of 0.46 million baht

Cash outflows from investing activities accounted for 77%, consisting of:

- Investments in fixed deposits with financial institutions (maturity not exceeding 1 year) of 91.31 million baht
- Purchase of assets of 4.39 million baht

Cash outflows from financing activities accounted for 16%, consisting of:

- Lease liability repayments of 0.07 million baht
- Dividend payments of 19.26 million baht

Liquidity Ratio

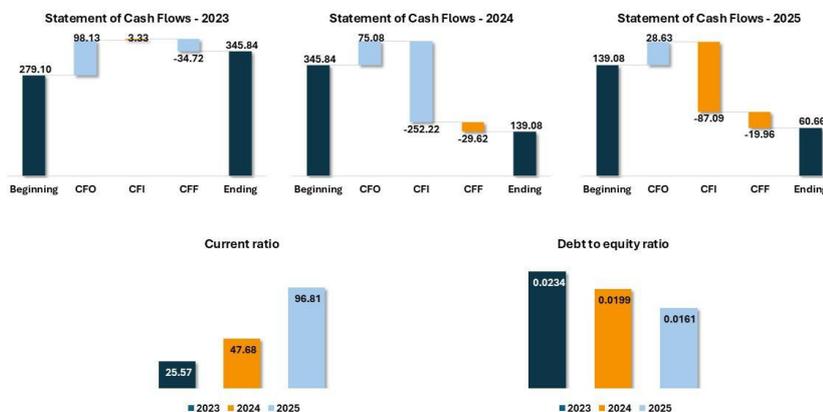
The Company's current ratio for 2023, 2024, and 2025 was 25.57 times, 47.68 times, and 96.81 times, respectively, reflecting a consistent upward trend. The majority of current assets comprised cash and cash equivalents and trade receivables, while current liabilities primarily consisted of trade payables, accrued expenses, and corporate income tax

payable. The increase in the current ratio demonstrates strong liquidity, a stable ability to meet short-term obligations, and reinforces investor and creditor confidence in the Company’s solid financial position and readiness to support future business expansion.

Financial Policy Ratio

Debt to equity ratio of the Company on 31 December 2025 was 0.02 times, which is the same rate as in 2024, as the Company did not incur additional debt from financial institutions while retained earnings increased in line with operating profit. As a result, the debt-to-equity ratio remains unchanged.

Diagram of liquidity and capital adequacy



Debt obligations and management of off-balance sheet

As of December 31, 2025, the Company and its subsidiaries have commitments related to service contracts as follows:

- The Company has commitment from entering into services agreement which has the details are as follows:

- Within 1 year	1.06 million baht
- Within 2 - 3 year	1.42 million baht

- The subsidiary has a commitment from a contract to develop and design a prototype product amounting to 7 million baht, with a remaining balance of 0.08 million baht to be paid.

Issuance of debt securities with an obligation to maintain financial ratios

Is there an issuance of debt securities with an obligation : No
to maintain financial ratios?

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

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

As of December 31, 2025, the Company has only one major customer under a service agreement for the Khon Kaen oil depot. This agreement is a continuation of the previous 10-year contract (2014–2024) and has been renewed for an additional three years, expiring in 2027, with the option to extend twice further. The continuous renewal of the agreement reflects the strong business relationship and the customer’s confidence in the quality of the Company’s services.

Nevertheless, the Company recognizes potential risks should the agreement not be renewed in the future, or if the terms of service are altered. In addition, there is a possibility that the Company’s market share may decline in line with that of its major customer, which could materially affect revenue and operating results. To mitigate these risks, the Company focuses on maintaining strategic relationships with its key customer, enhancing service quality, and expanding its customer base to strengthen long term revenue stability and business performance.

4.3 Information from financial statements and significant financial ratios

Information from financial statements

Summary of financial position statements

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Separate Restate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Assets			
Cash And Cash Equivalents (ThousandTHB)	345,838.65	139,081.57	60,656.82
Trade And Other Receivables - Current - Net (ThousandTHB)	34,878.82	22,423.23	11,075.66
Other Current Financial Assets (ThousandTHB)	0.00	250,988.30	342,294.23
Other Current Assets (ThousandTHB)	1,450.61	1,331.37	1,279.60
Total Current Assets (ThousandTHB)	382,168.08	413,824.47	415,306.31
Restricted Deposits - Non- Current (ThousandTHB)	20,090.87	20,000.00	20,000.00
Investment Properties - Net (ThousandTHB)	39,438.32	39,438.32	39,438.32
Property, Plant And Equipment - Net (ThousandTHB)	455,909.30	441,014.72	424,037.30

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Separate Restate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Right-Of-Use Assets - Net (ThousandTHB)	2,591.51	1,547.99	1,165.83
Intangible Assets - Net (ThousandTHB)	3,329.37	2,790.08	2,195.00
Deferred Tax Assets (ThousandTHB)	815.18	967.38	1,051.01
Other Non-Current Assets (ThousandTHB)	1,042.05	1,116.96	2,016.80
Total Non-Current Assets (ThousandTHB)	523,216.61	506,875.45	489,904.26
Total Assets (ThousandTHB)	905,384.70	920,699.92	905,210.58
Liabilities			
Trade And Other Payables - Current (ThousandTHB)	5,970.48	6,770.76	3,715.69
Current Portion Of Lease Liabilities (ThousandTHB)	658.64	569.00	490.86
Provisions For Employee Benefit Obligations - Current (ThousandTHB)	2,668.33	0.00	0.00
Income Tax Payable (ThousandTHB)	5,594.41	1,265.75	0.00

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Separate Restate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Other Current Liabilities (ThousandTHB)	55.38	73.49	83.38
Total Current Liabilities (ThousandTHB)	14,947.25	8,678.99	4,289.93
Non-Current Portion Of Lease Liabilities (ThousandTHB)	1,706.15	999.62	694.37
Provisions For Employee Benefit Obligations - Non- Current (ThousandTHB)	1,241.46	4,678.73	4,893.59
Deferred Tax Liabilities (ThousandTHB)	2,759.12	3,599.90	4,482.35
Other Non-Current Liabilities (ThousandTHB)	15.90	9.20	5.10
Total Non-Current Liabilities (ThousandTHB)	5,722.62	9,287.45	10,075.40
Total Liabilities (ThousandTHB)	20,669.87	17,966.45	14,365.33
Shareholders' equity			
Issued And Paid-Up Share Capital (ThousandTHB)	205,000.00	205,000.00	205,000.00
Premium (Discount) On Share Capital (ThousandTHB)	313,358.45	313,358.45	313,358.45

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Separate Restate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Retained Earnings (Deficits) (ThousandTHB)	366,356.37	382,384.34	370,541.51
Retained Earnings - Appropriated (ThousandTHB)	20,500.00	20,500.00	20,500.00
Legal And Statutory Reserves (ThousandTHB)	20,500.00	20,500.00	20,500.00
Retained Earnings (Deficits) - Unappropriated (ThousandTHB)	345,856.37	361,884.34	350,041.51
Equity Attributable To Owners Of The Parent (ThousandTHB)	884,714.82	900,742.79	888,899.96
Non-Controlling Interests (ThousandTHB)	0.00	1,990.68	1,945.28
Total Equity (ThousandTHB)	884,714.82	902,733.47	890,845.24

Summary of income statement

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Separate Restate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Statement of Comprehensive Income			

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Separate Restate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Revenue From Operations (ThousandTHB)	178,062.55	139,785.61	78,056.21
Interest And Dividend Income (ThousandTHB)	4,886.78	8,077.85	7,383.60
Interest Income (ThousandTHB)	4,886.78	8,077.85	7,383.60
Other Income (ThousandTHB)	689.37	381.84	540.34
Total Revenue (ThousandTHB)	183,638.69	148,245.31	85,980.15
Costs (ThousandTHB)	57,299.72	55,822.90	35,378.09
Selling And Administrative Expenses (ThousandTHB)	33,033.87	34,222.22	42,016.02
Total Cost And Expenses (ThousandTHB)	90,333.58	90,045.12	77,394.11
Finance Costs (ThousandTHB)	192.71	218.80	175.98
Income Tax Expense (ThousandTHB)	18,008.44	11,008.25	1,028.62
Net Profit (Loss) For The Period (ThousandTHB)	75,103.96	46,973.14	7,381.44

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Separate Restate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Remeasurement Of Employee Benefit Obligations (ThousandTHB)	(745.35)	(257.29)	0.00
Income Taxes Relating To Items That Will Not Be Subsequently Reclassified To Profit Or Loss (ThousandTHB)	149.07	51.46	0.00
Total Comprehensive Income (Expense) For The Period (ThousandTHB)	74,507.68	46,767.30	7,381.44
Net Profit (Loss) Attributable To : Owners Of The Parent (ThousandTHB)	75,103.96	46,982.46	7,426.84
Net Profit (Loss) Attributable To : Non- Controlling Interests (ThousandTHB)	0.00	(9.33)	(45.40)
Total Comprehensive Income (Expense) Attributable To : Owners Of The Parent (ThousandTHB)	74,507.68	46,776.63	7,426.84
Total Comprehensive Income (Expense) Attributable To : Non- Controlling Interests (ThousandTHB)	0.00	(9.33)	(45.40)

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Separate Restate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Basic Earnings (Loss) Per Share (Baht/Share) (ThousandTHB)	0.18318	0.11457	0.01800
EBITDA (ThousandTHB)	118,248.14	81,824.66	31,187.52
Operating Profit (ThousandTHB)	93,305.11	58,200.19	8,586.04

Summary of cash flow statement

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Separate Restate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Cash flow statement			
Net Profit (Loss) Attributable To Owners Of The Parent For The Period (ThousandTHB)	75,103.96	46,973.14	7,381.44
Depreciation And Amortisation (ThousandTHB)	24,943.03	23,624.48	22,601.48
Loss On Write-Off Of Other Assets (ThousandTHB)	37.33	1,323.56	(8.34)

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Separate Restate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Interest Income (ThousandTHB)	(4,886.78)	(8,077.85)	(7,383.60)
Finance Costs (ThousandTHB)	192.71	218.80	175.98
Income Tax Expense (ThousandTHB)	18,008.44	11,008.25	1,028.62
Employee Benefit Expenses (ThousandTHB)	501.14	516.91	555.83
(Increase) Decrease In Trade And Other Receivables (ThousandTHB)	1,296.69	13,643.75	12,700.40
(Increase) Decrease In Other Operating Assets (ThousandTHB)	1,229.87	44.33	(848.07)
Increase (Decrease) In Trade And Other Payables (ThousandTHB)	(689.42)	545.28	(3,055.07)
Increase (Decrease) In Provisions For Employee Benefit Obligations (ThousandTHB)	0.00	(128.41)	(453.62)
Increase (Decrease) In Other Operating Liabilities (ThousandTHB)	(1.80)	(6.70)	(4.10)
Cash Generated From (Used In) Operations (ThousandTHB)	115,735.17	89,685.53	32,690.95

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Separate Restate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Income Tax (Paid) Received (ThousandTHB)	(17,609.23)	(14,597.20)	(4,064.85)
Net Cash From (Used In) Operating Activities (ThousandTHB)	98,125.94	75,088.33	28,626.10
(Increase) Decrease In Short- Term Investments (ThousandTHB)	0.00	(250,897.43)	(91,305.93)
Proceeds From Disposal Of Fixed Assets (ThousandTHB)	0.92	17.82	8.88
Payment For Purchase Of Fixed Assets (ThousandTHB)	(411.56)	(8,233.46)	(4,389.96)
(Increase) Decrease In Restricted Deposits (ThousandTHB)	(88.87)	0.00	0.00
Interest Received (ThousandTHB)	3,833.50	6,890.02	8,600.07
Net Cash From (Used In) Investing Activities (ThousandTHB)	3,333.98	(252,223.04)	(87,086.95)
Repayments On Long- Term Borrowings - Financial Institutions (ThousandTHB)	0.00	0.00	0.00

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Separate Restate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Repayments On Lease Liabilities (ThousandTHB)	(1,051.98)	(796.17)	(640.78)
Proceeds From Issuance Of Equity Instruments (ThousandTHB)	0.00	0.00	0.00
Proceeds From Changes In Interest In Subsidiaries (ThousandTHB)	0.00	2,000.01	0.00
Dividend Paid (ThousandTHB)	(33,580.69)	(30,730.56)	(19,259.78)
Interest Paid (ThousandTHB)	(88.62)	(95.65)	(63.33)
Net Cash From (Used In) Financing Activities (ThousandTHB)	(34,721.29)	(29,622.37)	19,963.89

Key financial ratios

	2023	2024	2025
Liquidity ratio			
Current ratio (times)	25.57	47.68	96.81
Quick ratio (times)	25.31	47.07	95.23
Cash flow liquidity ratio (times)	6.94	6.36	4.41

	2023	2024	2025
Average account receivable turnover (times)	5.29	5.49	6.50
Average collection period (days)	69.03	66.46	56.15
Average account payable turnover (times)	33.67	29.02	20.78
Average payment period (days)	10.84	12.58	17.57
Average cash cycle (days)	58.19	53.88	38.58
Profitability ratio			
Gross profit margin (%)	67.82	60.07	54.68
Operating margin (%)	52.40	41.64	11.00
Other income to total income (%)	3.04	5.71	9.22
Cash from operation to operating profit (%)	105.17	129.02	333.40
Net profit margin (%)	40.90	31.69	8.59
Return on equity (ROE) (%)	8.69	5.26	0.82
Financial policy ratio			
Total debts to total equity (times)	0.02	0.02	0.02
Interest coverage ratio (times)	603.64	394.49	169.51
Interest bearing debt to EBITDA ratio (times)	0.02	0.02	0.04

	2023	2024	2025
Debt service coverage ratio (times)	179.53	143.80	63.54
Dividend payout ratio (%)	40.94	40.98	53.89
Efficiency ratio			
Return on asset (ROA) (%)	8.50	5.14	0.81
Return On Fixed Assets (%)	21.07	15.38	6.65
Asset turnover (times)	0.21	0.16	0.09

5. General information and other material facts

5.1 General information

General information

Securities registrar

Name of securities registrar : Thailand Securities Depository Co., Ltd.

Address/location : 93 Ratchadaphisek Road

Subdistrict : Din Daeng

District : Din Daeng

Province : Bangkok

Postcode : 10400

Telephone : 02-009-9000

Facsimile number : 02-009-9991

Auditing firm

Name of auditing firm* : D I A INTERNATIONAL AUDITING COMPANY LIMITED

Address/location : 316/32 SOI SUKHUMVIT 22

Subdistrict : KHLONG TOEI

District : KHLONG TOEI

Province : Bangkok

Postcode : 10110

Telephone : +66 2259 5300-2

Facsimile number : +66 2260 1553,+66 2259 8959

List of auditors : Mrs SUVIMOL CHRITYAKIERNE

License number : 2982

List of auditors : Miss SOMJINTANA PHOLHIRUNRAT

License number : 5599

List of auditors : Miss KAMOLMETT CHRITYAKIERNE

License number : 10435

List of auditors : Mr WIROTE SATJATHAMNUKUL

License number : 5128

5.2 Other material facts

5.2.1 Other information that may significantly influence investors' decision making

Other information that may influence investors' decision : No
making

5.2.2 Restrictions of foreign shareholders

Are there restrictions on foreign shareholders? : No

5.3 Legal disputes

Legal disputes

Is there any legal dispute? : No

5.4 Secondary market

Secondary market

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

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

Financial institution with regular contact

Are there any debt securities offered? : No

Part 2 Corporate Governance

6. Corporate governance policy

6.1 Overview of the policy and guidelines

Overview of the policy and guidelines

The Company's Board of Directors has established a written Good Corporate Governance Policy, the content and key principles of which are consistent with the Corporate Governance Code for Listed Companies 2017 (CG Code) of the Securities and Exchange Commission, as well as the governance guidelines of relevant agencies. This policy has been disseminated to all directors, executives, and employees within the company through communications from the Human Resources Department and continuous public relations, to ensure that employees at all levels are aware of and adhere to it. Furthermore, the policy has been published for the company's shareholders and the general public on the company's website www.premiertankcorp.com, to allow shareholders, investors, and all stakeholders to study and be informed.

Corporate governance policy and guidelines : Yes

The Company believes that a sound management system, a visionary Board of Directors and executives who are accountable for their duties, along with control mechanisms, checks and balances, and corporate governance processes, are crucial and essential for sustainable business growth. These elements lead to the successful achievement of business goals and the organization's vision efficiently and effectively. Further information on the "Corporate Governance Policy" is available.

Reference link for the full version of corporate governance : [https://www.premiertankcorp.com/uploads/files/policy and guidelines_1763090595-pALQ5.pdf](https://www.premiertankcorp.com/uploads/files/policy_and_guidelines_1763090595-pALQ5.pdf)

6.1.1 Policy and guidelines related to the board of directors

The Board of Directors, acting as representatives of the shareholders, is responsible for overseeing the company's operations to ensure compliance with laws, objectives, regulations, and resolutions of the shareholders' meeting, as well as ensuring that management performs its duties to achieve the goals and strategies approved by the Board of Directors. Furthermore, it is responsible for monitoring operational performance according to the established plans, monitoring risk management, internal control, compliance with relevant regulations, and operational audits. To enhance the efficiency of the Board of Directors' performance, the Board of Directors has appointed four sub-committees, namely: the Audit Committee, the Nomination and Remuneration Committee, the Risk Management, Corporate Governance, and Sustainability Committee, and the Executive Committee. These committees comprise directors with diverse knowledge and expertise, and each committee's roles, duties, and responsibilities are clearly delineated.

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

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

Nomination of directors

Nomination and Remuneration Policy

The company has a nomination and remuneration policy for the selection of directors and senior executives. This policy outlines the principles, criteria, and methods for nominating individuals to serve as directors and senior executives, ensuring suitability with the company's specific characteristics, as well as selecting and proposing names to the Board of Directors for approval.

(1) Nomination and Appointment of the Board of Directors

Nomination of Directors

The Board of Directors has appointed a Nomination and Remuneration Committee to nominate and screen suitable individuals for appointment as company directors. This is done by considering the appropriateness of the number, structure, and composition of the Board, as well as utilizing a reliable director database that compiles a list of qualified individuals from various fields. Subsequently, the Nomination and Remuneration Committee will consider the qualifications of the directors, without limitation or discrimination based on gender, race, religion, or any other differences, to propose to the Board of Directors and/or seek approval from the shareholders' meeting, as the case may be.

In nominating new directors, the company will consider the composition in accordance with the nomination and remuneration policy and individually screen the qualifications of directors in various aspects to align with the company's business strategy, including utilizing a Director Pool database for the consideration of new director nominations.

The company has granted shareholders the right to nominate suitable individuals for election as company directors, as announced on the company's website. However, no shareholder has nominated any individual for election as a company director.

Composition of the Board of Directors

The Board of Directors consists of a Chairman and directors, with a number appropriate to the size of the company's business and efficient operations. In total, there must be at least 5 directors, and at least one-third of the total number of directors must be independent directors, and not less than 3 persons. The Chairman of the Board must be an independent director.

The company's directors are qualified individuals who meet all legal requirements and are not disqualified by law. The board structure is diverse in terms of knowledge, expertise, experience, and specific professional skills, to integrate knowledge and abilities for the benefit of the company's operations and business, without discrimination based on gender, age, race, nationality, religion, or any other differences. The Board of Directors has mandated the creation of a Board Skill Matrix to review and evaluate the current composition of the Board and to define the qualifications of directors to be nominated and appointed, in order to integrate beneficial knowledge and abilities for overseeing the company's business operations.

Board Skills Matrix

Specialized Knowledge/Experience	Director A	Director B	Director C	Director D	Director E	Director F	Director G	Total
Oil business.	x	x	x	x	x	x	x	7
Retail Business	x							1
Energy Business			x	x	x		x	4
Accounting and Finance	x	x					x	3
Legal				x				1
Information Technology and Digital						x		1
Transport and Logistics Business			x	x	x		x	4
Bank	x		x					2
Construction Service					x		x	2
Publishing Business	x							1
Capital and Securities		x						1
Real Estate Development	x							1
Service Business				x	x		x	3
Holding Business			x	x	x		x	4
Audit	x	x	x	x				4
Risk Management		x		x				2
Corporate Governance/Governance	x	x		x				3
Engineering			x		x	x		3

Remark : A = Prof. Dr. Pornchai Chunhachinda / B = Assoc. Prof. Dr. Chaiyuth Padungsaksawasdi / C = Dr. Chitraphongse Kwangsuksatith / D = Mr. Tassanu Chutikanon / E = Mr. Weerawat Burapapattanapong / F= Mr. Kriangsak Tiawsirisup / G= Mr. Weeraphon Burapapattanapong

For the nomination of company directors, the Board of Directors assigns the Nomination and Remuneration Committee to identify qualified individuals to serve as directors in place of those whose terms have expired or in other cases, and to propose them to the Board of Directors and/or the shareholders' meeting for consideration and election. The nomination and selection of individuals suitable for proposal as company directors are summarized as follows:

1. A company director must be a natural person and of legal age. The selection of individuals to serve as company directors will be conducted through the Nomination and Remuneration Committee, which will consider and select based on the qualifications criteria under Section 68 of the Public Limited Company Act B.E. 2535 (1992) and the announcements of the Securities and Exchange Commission (Capital Market Supervisory Board Notification No. Tor.J. 39/2559 Re: Application for and Approval of Offering Newly Issued Shares) and/or related laws.
2. The company's Board of Directors shall consist of at least 5 directors, and not less than half of the total number of directors must reside in the Kingdom. The company's directors must possess the qualifications prescribed by law.
3. The shareholders' meeting shall appoint directors by a majority vote according to the following criteria and methods:
 - 3.1 One shareholder shall have one vote per share.
 - 3.2 Shareholders shall cast votes for the election of directors individually.
 - 3.3 The persons receiving the highest votes in descending order shall be elected as directors, up to the number of directors to be appointed or elected on that occasion. In the event that persons elected in the next descending order receive an equal number of votes exceeding the number to be appointed or elected on that occasion, the chairman shall cast the deciding vote.
4. At every Annual General Meeting, one-third of the directors shall retire from office. If the number of directors cannot be divided exactly into three parts, the number closest to one-third shall retire. For the first and second years after the company's registration, the directors to retire shall be determined by drawing lots. In subsequent years, the director who has been in office for the longest period shall retire. Retiring directors may be re-elected.
5. In the event that a director's position becomes vacant for reasons other than the expiration of their term, the Board of Directors shall select a person who possesses the qualifications and is not disqualified under the Public Limited

Company Act and the Securities and Exchange Act to serve as a replacement director at the next Board meeting, unless the remaining term of that director is less than 2 months. The person appointed as a replacement director shall hold office only for the remaining term of the director they replace. The aforementioned resolution of the Board of Directors must be approved by no less than three-fourths of the votes of the remaining directors.

6. Any director wishing to resign shall submit a letter of resignation to the company. The resignation shall be effective from the date the letter of resignation reaches the company.

(2) Nomination and Appointment of the Audit Committee

Composition of the Audit Committee

1. Audit Committee members must be appointed by the Board of Directors or the shareholders' meeting, selected from independent directors. The Audit Committee must consist of at least 3 members.

2. The Audit Committee must include at least one person with sufficient knowledge, understanding, or experience in accounting or finance to be able to review the reliability of financial statements.

3. The Head of Internal Audit or a suitable person shall serve as the Secretary of the Audit Committee. The Audit Committee shall consider and appoint a suitable person to serve as the Secretary of the Audit Committee.

4. Tenure and Cessation of Office

Tenure

1) The term of office for an Audit Committee member is 3 years per term. An Audit Committee member whose term has expired may be re-appointed.

Cessation of Office

1) Completion of the director's term. An Audit Committee member whose term has expired may be re-appointed. In the event of re-appointment as a company director, that director shall continue to serve as an Audit Committee member for the remainder of their original term, according to the remaining tenure of that Audit Committee member.

2) Lacking qualifications to be an Audit Committee member according to the Audit Committee Charter, the Securities and Exchange Act, or the regulations of the Stock Exchange of Thailand and the Securities and Exchange Commission.

3) Resignation from the Audit Committee, by notifying the Chairman of the Board of Directors of the intention to resign at least 30 days in advance, along with the reasons, for the Board of Directors or the company's shareholders' meeting to consider appointing another qualified director as a replacement Audit Committee member.

4) Deceased

If an Audit Committee member ceases to be an Audit Committee member before the completion of their term, the newly appointed Audit Committee member shall hold office for the remaining term of the Audit Committee member who vacated the position.

Qualifications of the Audit Committee

1. Be an independent director with qualifications as prescribed by the SEC and/or the Stock Exchange (see details under the section on qualifications of independent directors).

2. Not be a director assigned by the Board to make decisions regarding the operations of the applicant, parent company, subsidiary, associate company, same-level subsidiary, major shareholder, or controlling person of the applicant, and not be a director of a parent company, subsidiary, or same-level subsidiary that is a listed company.

3. Have duties similar to those specified in the Stock Exchange of Thailand's announcement regarding the qualifications and scope of operations of the Audit Committee.

4. Possess sufficient knowledge and experience to perform duties as an Audit Committee member. At least one Audit Committee member must have sufficient knowledge and experience to review the reliability of financial statements.

(3) Nomination and Appointment of Top Executives

The Nomination and Remuneration Committee is responsible for considering and selecting individuals to hold the position of Chief Executive Officer, who will be selected to fill the vacant position, based on the following criteria:

1. Being a director of the company, in accordance with the company's articles of association.
2. Qualifications
 - (a) Integrity and accountability
 - (b) Informed judgment
 - (c) Possess maturity and stability, be a good listener, and be able to express dissenting opinions independently.
 - (d) Adhere to principled work.
3. Possess knowledge and ability in business operations, with skills, professional experience, and specific qualifications in various fields that are essential and most beneficial to the company's business.
4. Possess qualifications according to the criteria prescribed by the Securities and Exchange Commission and the Stock Exchange of Thailand.
5. Experience in the energy, petroleum, petrochemical businesses, and organizational management that will enhance the company's operational efficiency and competitive potential.
6. Experience as an organizational leader with strong leadership qualities.
7. Recognized by relevant business organizations.
8. Approved by the Board of Directors.

Determination of director remuneration

Determination of remuneration for directors and executives

The Board of Directors, upon the recommendation of the Nomination and Remuneration Committee, shall consider and approve the structure and rates of remuneration for directors as follows:

- 1) Consider appropriate forms and criteria for remuneration payment for directors and the Chief Executive Officer, to ensure that the forms and criteria for payment are appropriate.
- 2) Consider criteria for evaluating the performance of the Chief Executive Officer or Deputy Chief Executive Officer and propose them to the Board of Directors for approval.

- 4) Consider determining the annual remuneration of directors, taking into account the results of their performance evaluations, by including it as an agenda item and seeking approval from the Annual General Meeting of Shareholders.
- 5) Consider the terms and details for offering new securities or warrants to purchase shares to directors and employees (if any).

Independence of the board of directors from the management

Segregation of roles, duties, and responsibilities between the Board of Directors and management.

The Company has segregated the roles, duties, and responsibilities between the Board of Directors and management. The Board of Directors has performed its duties with integrity, diligence, and care, safeguarding the Company's interests. Therefore, the Board of Directors' approval authority for various important matters has been clearly defined.

with charters for the Board of Directors, sub-committees, Chairman of the Board, and Chief Executive Officer, which define the roles and operational duties of the Board of Directors, sub-committees, and management, ensuring collaboration and segregation of duties for operational clarity. Further information on the Board charters can be found in the attached document.

Director development

Development of Directors and Executives

The company places importance on the development of directors and executives to promote their efficient development. This is stipulated in the Board of Directors' Charter, requiring directors to attend training courses related

to their duties, organized by the Thai Institute of Directors (IOD) and other expert institutions. The Company Secretary will regularly present various training courses for the directors' consideration at the Board of Directors' meetings each year. Currently, 7 company directors, representing 100%, have attended training courses related to director duties, namely the Director Certification Program (DCP) and the Director Accreditation Program (DAP). Furthermore, the company regularly provides information on beneficial seminars and training to the Board of Directors. In 2025, other directors also participated in various seminars, such as independent directors attending the Independent Director Forum 2025 on the topic "Role of Independent Directors in Overseas Expansion and International Markets," and attending the seminar "Stronger together through the world of contradiction," among others.

Board performance evaluation

Director Performance Evaluation

The Board of Directors will arrange for a self-assessment of the Board and its sub-committees at least once a year for the past year, to allow all directors to evaluate their roles and effectiveness in management and the overall corporate governance of the Board. This is to comply with good corporate governance principles, with a focus on utilizing the evaluation results for improving the Board's performance and compiling information to inform the Board at its meeting in the following year. The evaluation forms include:

1. Board of Directors' overall performance evaluation form
2. Individual director performance evaluation form (self-assessment)
3. The performance evaluation form for each committee has evaluation criteria calculated as a percentage of the full score for each of the following topics:

Score greater than 90% = Excellent

Score greater than 80% = Very Good

Score greater than 70% = Good

Score greater than 60% = Fair

Score less than 60% = Needs Improvement

For the year 2025, the evaluation results conclude that the Board of Directors performed its duties in accordance with good corporate governance principles, with the following performance results:

1. Summary of the Board of Directors' self-assessment (collective) consists of 6 topics: Board structure and qualifications, Board roles, duties, and responsibilities, Board meetings, Board dynamics in performing duties, relationship with management, and director development. The evaluation results show an average score of 99.48%, categorized as "Excellent".
2. The individual director performance evaluation form (self-assessment) consists of 5 items: personal qualifications, readiness to perform duties, participation in meetings, roles, duties, and responsibilities, and relationships with the Board and management. The evaluation results show an average score of 99.70%, categorized as "Excellent".
3. Performance evaluation forms for each committee include:
 - 1) The Audit Committee's evaluation results show an average score of 100.00%, categorized as "Excellent".
 - 2) The Nomination and Remuneration Committee's evaluation results show an average score of 99.00%, categorized as "Excellent".
 - 3) The Risk Management, Corporate Governance, and Sustainability Committee's evaluation results show an average score of 99.55%, categorized as "Excellent".
 - 4) The Executive Committee's evaluation results show an average score of 99.48%, categorized as "Excellent".

Corporate governance of subsidiaries and associated companies

The Company has a policy for supervising the operations of its subsidiaries and associated companies. Therefore, the nomination and exercise of voting rights for the appointment of individuals as directors in subsidiaries and associated companies must first receive approval from the Company's Board of Directors. Individuals appointed as directors in

subsidiaries or associated companies are obligated to act in the best interests of those specific subsidiaries or associated companies (and not solely in the best interests of the Company). Furthermore, the Company requires that such appointed individuals must obtain approval from the Company's Board of Directors before casting votes or exercising voting rights on significant matters of the subsidiaries and associated companies, which are of a similar level of importance as matters that would require approval from the Company's Board of Directors if undertaken by the Company itself. The appointment of representatives as directors in the aforementioned subsidiaries and associated companies shall be in accordance with the Company's shareholding proportion and/or the shareholders' agreement in those subsidiaries and associated companies.

Additionally, in the case of a subsidiary, the Company stipulates that individuals appointed by the Company must ensure that the subsidiary's operations concerning connected transactions, the acquisition or disposal of assets, or any other significant transactions of the said subsidiary are conducted completely and correctly in accordance with the criteria of the Securities and Exchange Commission and/or the Stock Exchange of Thailand. They must also apply the criteria related to disclosure and the aforementioned transactions in the same manner as the Company's criteria. This includes overseeing the storage of data and the recording of accounting information of the subsidiary, enabling the Company to inspect and compile it to prepare consolidated financial statements in a timely manner as stipulated by the Stock Exchange of Thailand.

Other guidelines related to the board of directors

Succession Policy

Succession Policy

The company prioritizes continuous and sustainable business operations, thus it has established a critical succession plan to ensure continuity in management for executives at the Chief Officer level. This plan focuses on managerial employees, enabling the Human Resources Department to systematically prepare personnel with appropriate capabilities and potential, as well as accumulate the necessary experience for holding key positions within the company.

Succession Planning Process as follows:

Chief Executive Officer Level Should the Chief Executive Officer position become vacant or the incumbent be unable to perform duties, the company's policy is to appoint a nearby executive or a subordinate executive to serve as acting CEO until a person with vision, knowledge, skills, experience, and suitability for the organizational culture is found, or to propose selected successors to the Nomination and Remuneration Committee. The Nomination and Remuneration Committee shall define the qualifications and conduct the search to propose candidates to the Board of Directors for consideration and appointment.

Executive Level Should an executive position, from the Chief Officer level upwards, become vacant or the incumbent be unable to perform duties, selected successors will be proposed to the Nomination and Remuneration Committee for consideration.

The company's succession planning for the Chief Executive Officer and executive levels is as follows:

1. Analyze the business operating situation and assess the company's human resource readiness.
2. Define executive positions requiring succession plans, comprising the Chief Executive Officer and Chief Officers of each business line.
3. The Nomination and Remuneration Committee considers and defines the required knowledge, skills, and experience (Competency) and their levels for the Chief Executive Officer, while the Executive Committee will consider and define the required knowledge, skills, and experience (Competency) and their levels for each senior executive position.

4. The Nomination and Remuneration Committee considers and identifies suitable candidates qualified to succeed the Chief Executive Officer, and the Executive Committee will consider and identify suitable candidates qualified to succeed each senior executive position as follows:

4.1 Identify and position executives in each business line who are qualified and ready for succession immediately or within 1 year.

4.2 Identify and position executives in each business line who are qualified and ready for succession within a period of more than 1 year.

5. Assign the Chief Executive Officer to evaluate the performance and competencies of executives qualified to be selected as Chief Executive Officer and senior executives against the required competency levels, in order to develop individual development plans to reduce competency gaps.

6. The Chief Executive Officer periodically reports the performance and development results according to the individual development plans of executives qualified to be selected as Chief Executive Officer and senior executives to the Nomination and Remuneration Committee. Such reports must be submitted at least once a year.

7. The Nomination and Remuneration Committee reviews and summarizes the results of the succession plans for the Chief Executive Officer and senior executives annually and reports them to the Board of Directors for acknowledgment. In 2025, the Nomination and Remuneration Committee presented the results of the CEO succession plan implementation to the Board of Directors at the Board of Directors Meeting No. 4/2025 on November 13, 2025.

6.1.2 Policy and guidelines related to shareholders and stakeholders

The Board of Directors prioritizes safeguarding the rights of all stakeholder groups, both internal and external to the company, as well as social and environmental responsibility. Consequently, policies and guidelines concerning shareholders and stakeholders have been established. These include defining equal rights and treatment for shareholders, preventing insider trading, preventing conflicts of interest, ensuring responsibility towards stakeholders, and combating corruption. The company has disclosed its stakeholder-related policies within its Corporate Governance Policy, Business Ethics and Code of Conduct, and Policy on Preventing and Monitoring the Use of Inside Information for Personal Gain, which are integral parts of the attached documents (Corporate Governance Policy and Guidelines, and Business Ethics and Code of Conduct prepared by the company).

Are there policy and guidelines and measures related to : Yes

shareholders and stakeholders

Guidelines and measures related to shareholders and : Shareholders, Employee, Customer, Business

stakeholders competitors, Suppliers, Creditors, Government

agencies, Community and society

Shareholders

The company encourages shareholders to exercise their fundamental rights and is committed to conducting business with continuous and sustainable growth to generate appropriate returns for shareholders. The following practices are observed:

1. Perform duties with honesty, integrity, and transparency, and treat all shareholders fairly and equally.

2. Provide an opportunity for shareholders who are unable to attend the meeting in person to appoint an independent director or another individual to attend and cast votes on their behalf.

3. Provide an opportunity for shareholders to propose matters for inclusion in the meeting agenda and to nominate individuals for election as company directors at the shareholders' meeting in advance, in accordance with the criteria stipulated by the company.

4. The company will not impose unnecessary meeting burdens without prior notification to shareholders.

5. The Board of Directors provides an opportunity for shareholders to exercise their right to appoint directors individually and supports the use of ballot papers to ensure transparency and verifiability.
6. The Board of Directors has established measures to prevent the misuse of information (Insider Trading) by related persons, including directors, executives, employees, and staff, as well as their spouses and minor children who are involved with such information, to ensure fairness among shareholders. Penalties have been stipulated regarding the disclosure of company information.
7. Report the financial status, including future trends of the company, to shareholders equally, consistently, and completely, based on factual information.

Employee

1. Comply with labor laws and various regulations related to employees. Prioritize fundamental human rights. Promote respect for rights and freedoms through non-discrimination. Respect employees' freedom of expression and their right to express opinions without interference.
2. Provide fair compensation and benefits appropriate to the duties, based on the quality of work accomplished, employee attitude, and potential.
3. Appointments, transfers, as well as rewards and punishments for employees, must be carried out with fairness and integrity, and based on their knowledge, abilities, suitability, and their actions or performance.
4. Create and maintain a working environment and operational procedures that always ensure the safety of employees' lives and property. Focus on operations in compliance with safety laws and standards, with regular monitoring and evaluation.
5. Prioritize and promote the development of employees' knowledge and abilities by providing comprehensive and consistent opportunities.
6. Avoid any unfair actions that may threaten and create mental pressure on employees.
7. Provide channels for receiving feedback and suggestions, based on the professional expertise of employees.
8. Manage by avoiding any unfair actions that may affect the job security of employees.
9. Ensure employees understand and are reminded of their ethical conduct and roles, which they can practice to promote ethical behavior across all parties.
10. Treat employees with courtesy and respect for their individuality and human dignity.
11. Provide opportunities for employees to report or complain about illegal actions by the company or about corruption.
12. Ensure employees' confidence in their welfare and benefits at work.
13. Remind employees to be aware of and utilize the company's limited resources for maximum benefit.

Customer

1. Treat customers fairly regarding products and services.
2. Disclose information regarding products and promotions accurately and completely.
3. Protect customers' confidential information.
4. Educate customers to improve products and services.
5. Provide channels for customers to submit complaints regarding products and services, in accordance with the company's complaint handling policy.

Business competitors

1. Conduct oneself and compete within the framework of the law and the rules of fair competition.
2. Do not seek confidential information of business competitors through dishonest or inappropriate methods.
3. Do not attempt to damage the reputation of business competitors by making malicious accusations without factual information.

Suppliers

Guidelines for Business Partners and Creditors

1. Do not solicit, accept, or agree to accept, nor offer or agree to offer any dishonest benefits to business partners or creditors, and comply with terms and conditions appropriately and fairly.
2. Commercial negotiations with business partners or creditors must be fair, transparent, and not exploitative.
3. Procurement, purchasing, or hiring from relevant parties must adhere to principles of equality, transparency, and fairness, for the utmost benefit of the company. It must also be conducted in accordance with company regulations and disclose verifiable information, while avoiding procurement, purchasing, or hiring that conflicts with the overall interests of the company.
4. Individuals involved in procurement and purchasing activities must not accept direct or indirect benefits from business partners. They must remain impartial and avoid close relationships that could influence decision-making.
5. Strictly adhere to agreed-upon terms or conditions. In the event of an impediment that prevents compliance, business partners or creditors must be informed to jointly consider the most appropriate solution.
6. If any circumstances arise that prevent the fulfillment of an agreement or contract, the responsible person must immediately report to their supervisor.
7. Provide accurate and factual information about the company to business partners or creditors.
8. Focus on maintaining sustainable relationships with business partners and contractors who have clear objectives regarding product quality and mutual trust.
9. Always treat creditors consistently and strictly adhere to the key terms and conditions of all creditors to ensure transactions are correct, fair, and transparent.

Creditors

Explain the above topic

Government agencies

1. Should act with integrity when interacting or transacting with government officials or agencies.
2. Avoid conducting transactions with government officials or their family members while such officials have influence over decisions regarding contracts or transactions between the company and the public sector.
3. Fostering positive relations between the public sector and companies should be conducted within appropriate boundaries.

Community and society

1. Promote knowledge and raise awareness among employees at all levels regarding socially responsible practices, the conservation of natural resources and the environment, as well as the efficient and valuable use of energy and various resources.
2. Conduct business based on the principles of human rights respect, equality and fairness, and non-discrimination.
3. Refrain from any actions that promote or cooperate with customers who conduct illegal business or pose a threat to society and the nation.
4. Establish communication channels to listen to the opinions and needs of the community, to ensure prompt response and resolution in cases where the company's operations impact the environment and community.
5. Provide support for public benefit activities, considering their appropriateness and the sustainable benefits that society and the community will receive.
6. The company prioritizes strengthening communities by promoting education to build an educational foundation for the nation's youth in the future.
7. Continuously develop environmental management systems to mitigate the impact of climate change, such as reusing usable materials and equipment, integrating technology into various company operations, resulting in reduced resource consumption and unnecessary waste, to control and prevent pollution, and campaigning for and promoting the use of environmentally friendly materials, equipment, and products.

6.2 Business code of conduct

Business code of conduct

Business code of conduct : Yes

Premier Tank Corporation Public Company Limited and its subsidiaries ("the Company") are committed to conducting business ethically, managing with transparency, accountability, social and environmental responsibility, and treating all stakeholders equally and fairly, in accordance with good corporate governance policies for stable and sustainable growth. To establish a concrete standard for the company's business operations, a written Code of Business Conduct has been developed to serve as a guideline for all directors, executives, and employees of the company to conduct business in a standardized manner within the framework of ethics, morality, integrity, and respect for human rights. The company requires directors, executives, and employees at all levels to prioritize and adhere to their assigned duties with responsibility, treating all stakeholder groups equally and fairly, to achieve the organization's vision, create long-term value, and ensure continuous and sustainable growth.

Respect for and compliance with relevant laws, regulations, rules, and requirements.

1. Directors, executives, and employees of the company must comply with the laws, regulations, rules, and requirements of the Stock Exchange of Thailand and the Securities and Exchange Commission.
2. Directors, executives, and employees of the company must comply with relevant domestic and/or international laws, regulations, and requirements.
3. Directors, executives, and employees of the company must comply with the good corporate governance policy and the company's business code of conduct.
4. Directors and executives are required to review compliance with laws, regulations, and company rules, as well as promote and support consistent adherence.
5. Subsidiaries or business representatives of the company over which the company has control, as well as the company's business partners, must agree to comply with the company's business code of conduct.

In 2025, the Board of Directors approved the annual review of business ethics and codes of conduct at the Board of Directors Meeting No. 3/2025 on August 14, 2025. This was communicated to all directors, executives, and employees, who acknowledged and signed it 100%. No cases of misconduct by the company's directors, executives, or employees regarding the organization's ethics and code of conduct were found.

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of conflicts of interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Preventing the misuse of inside information, Money laundering prevention, Gift giving or receiving, entertainment, or business hospitality, Compliance with laws, regulations, and rules, Information and assets usage and protection, Information and IT system security, Environmental management, Human rights, Safety and occupational health at work, Other guidelines related to business code of conduct

Prevention of conflicts of interest

The company recognizes the importance of conducting business with integrity, transparency, and accountability, which are principles of good corporate governance and enhance organizational efficiency. Therefore, the company has established a policy requiring directors, executives, and employees to avoid any actions that may conflict with the company's interests. Such conflicts may arise from interactions with the company's business partners, such as customers, suppliers, etc., the use of company opportunities or inside information for personal gain, transactions with the company, engaging in businesses that compete with the company, etc., all of which could result in a loss of benefit for the company. In cases where such transactions are necessary and unavoidable, the company will ensure that these transactions are conducted with transparency, fairness, and as if they were with an independent third party, considering the company's best interests and fairness to all involved parties. To prevent conflicts of interest, the company has established the following guidelines:

- The company must not provide loans or guarantees to directors or to entities in which directors hold more than 50% of the shares, unless it is part of the company's welfare benefits.
- Directors must not engage in businesses that compete with the company, unless approved by the shareholders' meeting prior to their appointment as directors.
- Directors and executives must not use company opportunities or information to benefit themselves or others, including engaging in businesses that compete with the company or related businesses.
- Directors and executives must not participate in meetings or abstain from voting on items related to themselves that may create a conflict of interest with the company. If it is necessary to do so for the benefit of the company, such transactions must be conducted as if they were with an independent third party (Arm's Length Basis).
- Directors must disclose their interests in various contracts entered into by the company to the company.
- Directors and executives must prepare a conflict of interest disclosure report annually or when an event occurs.
- Transactions such as the purchase or sale of assets, etc., between directors and the company must be reported to and approved by the Board of Directors in advance.
- The consideration of conflict of interest matters and transactions that may involve conflicts of interest must always include independent directors participating in the meeting and deliberation.
- Directors, executives, and personnel of the company who have access to inside information should avoid using inside information for their own benefit or improperly disclosing inside information for the benefit of others.

The Board of Directors, together with the Audit Committee, carefully oversees transactions that may involve a conflict of interest to verify the reasonableness and necessity of such conflict-of-interest transactions. Concurrently, the Board of Directors ensures that the company discloses information related to potential conflict-of-interest transactions to stakeholders and relevant units after approving such transactions.

In 2025, the Board of Directors reviewed the aforementioned policy at Meeting No. 3/2025 on August 14, 2025. The Company Secretary, in conjunction with the Human Resources Department, communicated to all directors, executives, and employees to review and understand the policy. 100% of all directors, executives, and employees signed an acknowledgment agreeing to comply with the policy. Furthermore, the company's directors and executives reported their interests and those of related parties to the company. No misconduct was found, nor were any tips or complaints received regarding conflicts of interest. These matters were presented to the Audit Committee and the Board of Directors for consideration at each meeting. Details are provided in the report under the heading "Related Party Transactions".

Anti-corruption

Anti-Corruption Policy

"The company's directors, executives, and employees are prohibited from supporting or accepting any form of corruption, whether directly or indirectly benefiting themselves, their families, friends, or acquaintances, regardless of whether they are recipients, givers, or offerors of bribes, monetary or non-monetary, to individuals, government officials, government agencies, or private entities with whom the company conducts business or has contact. This prohibition extends to the businesses of subsidiaries, joint ventures, or other companies over which the company has control, under any circumstances. Strict adherence to anti-corruption measures is required, including establishing responsible structures and systems for risk management, internal control, and internal audit to prevent and suppress corruption within the organization, as well as reviewing operational guidelines and requirements to align with changes in business, regulations, and legal provisions."

Policy Scope

This Anti-Corruption Policy and Guidelines cover the operations of the company, its subsidiaries, and controlled entities. It applies to the Board of Directors, executives, and employees at all levels, including authorized representatives acting on behalf of the company where the company has control. Furthermore, it aims for business partners or individuals involved in the company's business operations to support the implementation of this policy. This Policy and Guidelines have been established to provide guidance on what should be practiced or to identify who can provide consultation in case of doubt. The company's personnel are obligated to maintain the highest standards in business operations. Non-compliance with this policy constitutes a serious disciplinary offense, a breach of contract, and a criminal offense for the individual, and may cause severe damage to the company's reputation and status.

The company has established guidelines, measures, and responsibilities for those in charge, as well as ensuring regular review and revision of compliance with this anti-corruption policy to align with changes in business, regulations, and legal requirements.

Guidelines for Anti-Corruption Practices

1. Directors, executives, and employees at all levels must comply with the Anti-Corruption Policy, the Business Code of Conduct, and all related policies and guidelines, as well as relevant anti-corruption laws. They must not engage in any acts that constitute corruption, whether directly or indirectly, for their own benefit and/or the benefit of related parties.
2. All employees must not neglect or ignore any acts that constitute corruption related to the company and its subsidiaries. They must report such acts to their supervisor or through the channels specified in the company's

whistleblowing and complaint policy, and cooperate in factual investigations. In case of doubts or questions, they should consult their supervisor or the designated responsible person.

3. The company will ensure fairness and protection for employees who refuse or report corruption related to the company. The company has clearly defined measures for protecting whistleblowers and complainants, and will not blame, take unfair action, demote, punish, or impose negative consequences on employees who refuse corruption, even if such refusal results in the company losing business opportunities.

4. Directors, executives, and employees at all levels who commit acts of corruption are considered to have violated the company's code of ethics and will be subject to disciplinary action in accordance with the company's regulations. Furthermore, they may face legal penalties if their actions are unlawful.

5. Anti-corruption measures are an integral part of business operations and are the responsibility of the Board of Directors, executives, supervisors, all employees at every level, suppliers, and subcontractors, who are expected to contribute their opinions on practices to ensure that anti-corruption efforts achieve the stated policy objectives.

6. Develop an anti-corruption system in compliance with relevant laws, establish appropriate and sufficient internal control systems, including conducting risk assessments for activities related to or susceptible to corruption, and define clear measures and guidelines for employees and relevant parties.

7. Foster an anti-corruption culture, promote awareness of operating with integrity and transparency, and provide communication and training to enhance employees' knowledge and understanding within the organization. Communicate and build understanding to support anti-corruption efforts with business partners, customers, and stakeholders, as well as disclose information to the public.

8. The company promotes communication through multiple channels to provide employees and stakeholders with convenient and secure means to report tips or concerns. The company guarantees that whistleblowers will have their rights protected, will not be punished, unfairly transferred, or harassed in any way. Additionally, responsible persons are appointed to transparently and fairly investigate and follow up on all reported cases.

9. The company provides anti-corruption training to the Board of Directors, executives, and employees at all levels to foster integrity, accountability in performing duties, and raise awareness of the company's commitment to transparent business operations.

The company establishes mechanisms for accurate, transparent, and auditable financial reporting, while also emphasizing the dissemination of knowledge and fostering understanding among personnel involved in operations or activities that may affect the company, to ensure that all parties comply correctly with established standards.

In 2025, 100% of the company's employees signed to acknowledge and comply with the Anti-Corruption Policy, which was reviewed and approved by the Board of Directors on August 14, 2025.

The company conducts an annual assessment of corruption-related risks within the company. The Risk Management Working Group is responsible for compiling and submitting these assessments for initial consideration by the Risk Management Committee, then presenting them to the Audit Committee for review, and subsequently to the Board of Directors for acknowledgment. The company believes that factors leading to corruption can be controlled through robust internal control processes, effective workflow management, clear segregation of duties, and well-defined organizational structures.

In 2025, the company did not find and did not receive any complaints or reports regarding misconduct related to the company's corruption.

The company prioritizes conducting business with caution regarding corruption, adhering to good corporate governance principles for the utmost benefit of shareholders, stakeholders, and related parties. Therefore, an anti-corruption policy has been established to serve as a guideline, requiring executives and employees at all levels to comply with the prescribed procedures.

In 2025, the company demonstrated its commitment to anti-corruption efforts to the Board of Directors as follows:

- Reviewed the Anti-Corruption Policy at the Board of Directors Meeting No. 3/2025 on August 14, 2025.
- Provided knowledge to new employees through orientation training on the topic of ethical compliance. In 2025, 46 participants attended the training.

In 2025, there were no whistleblowing reports or complaints, and no individuals were found to have committed corruption.

Whistleblowing and Protection of Whistleblowers

The company places importance on conducting business with caution regarding corruption, adhering to the principles of good corporate governance for the utmost benefit of shareholders, stakeholders, and related parties. Therefore, a whistleblowing and complaint policy has been established as a guideline, providing channels for all stakeholders to report abnormal information within the organization or submit complaints when they suspect, believe, or have reasonable grounds to believe in good faith that there are dishonest or non-transparent actions, or violations of good practices concerning 1) the company's policies, regulations, rules, or various criteria, 2) good corporate governance, code of conduct and ethics, and 3) laws or official requirements. Whistleblowing or complaints can be made through the following channels:

1) Suggestion and complaint box within the company

2) Whistleblowing and direct complaints to

2.1 Supervisors at all levels whom one trusts

2.2 Human Resources Department

2.3 Company Secretary

2.4 Audit Committee Member

2.5 Company Directors

3) Email

3.1 Chairman of the Audit Committee: whistle_blowing@premiertankcorp.com

3.2 Internal Audit Department: internal_audit@premiertankcorp.com

3.3 Company Secretary: company_secretary@premiertankcorp.com

4) Via the company's website www.premiertankcorp.com

5) By mail: Directly to the Chairman of the Board or the Chairman of the Audit Committee

Premier Tank Corporation Public Company Limited

2034/69 Italthai Tower, 15th Floor, New Petchburi Road, Bang Kapi Subdistrict, Huai Khwang District, Bangkok 10310

The company has disclosed the process for protecting whistleblowers or complainants and the complaint channels on its website at <https://www.premiertankcorp.com/complaints>

In 2025, there were no complaints regarding the company's operations, actions, policies, regulations, rules, or various criteria, good corporate governance, code of conduct and ethics, and laws or official requirements.

Preventing the misuse of inside information

The company has strict regulations and criteria for controlling and using inside information, especially financial position data, which must be audited/reviewed by certified public accountants and approved by the Audit Committee meeting every time before being submitted for approval to the Board of Directors and forwarded to the Stock Exchange of Thailand or disclosed to the public.

The company has policies and procedures for managing the use of the company's inside information for personal gain, as follows:

1) Educate directors and various department executives about their duty to report their holdings of securities or derivatives, as well as those of persons related to directors and executives, to the Securities and Exchange Commission and the Stock Exchange of Thailand, in accordance with Section 59 and the penalties stipulated in Section 275 of the Securities and Exchange Act B.E. 2535. Persons related to directors and executives, as defined by the SEC Notification No. Sor.Jor. 38/2561, are as follows:

(1) Spouse or cohabiting partner as husband and wife

(2) Minor children.

(3) A legal entity in which oneself, persons under (1), and persons under (2) collectively hold more than 30% of the total voting rights of such legal entity, and such collective shareholding constitutes the largest proportion in that legal entity.

2) Directors, executives, including management-level positions in accounting or finance at the level of department manager or equivalent, are required to prepare and submit the following reports to the Company Secretary before submitting such reports to the Securities and Exchange Commission every time.

2.1) Report their own securities holdings in the company, securities holdings of spouses and minor children, including legal entities in which such individuals collectively hold more than 30% of the total voting rights and have the largest proportion of shareholding in such legal entity. Such reports must be prepared and submitted within 7 business days from the date of buying, selling, transferring, or accepting the transfer of securities or derivatives, and after the company has notified the names of directors and executives according to the methods prescribed by the Securities and Exchange Commission.

2.2) Report changes in their own securities holdings in the company, and changes in securities holdings of spouses and minor children. Such reports must be prepared and submitted within 3 business days from the date of buying, selling, transferring, or accepting the transfer of securities or derivatives, and after the company has notified the names of directors and executives according to the methods prescribed by the Securities and Exchange Commission.

3) Directors, executives, employees, and staff of the company who have access to material inside information that may affect the price of securities are prohibited from using such inside information to buy, sell, transfer, or accept the transfer of securities or derivatives issued by the company before such information is widely disseminated to the general public, especially within 30 days prior to the public disclosure of the company's financial statements or price-sensitive information. Furthermore, after the information has been disclosed, such individuals are prohibited from buying, selling, transferring, or accepting the transfer of securities or derivatives issued by the company until the public who has received such information has had a reasonable time to evaluate the information (at least 24 hours from the date and time of disclosure). Those involved with inside information must not disclose it to others until it has been reported to the Stock Exchange of Thailand.

4) Directors, executives, company employees, and individuals involved with inside information are prohibited from disclosing or transmitting inside information or company secrets to unrelated persons, including family members, relatives, friends, etc.

5) The company prioritizes preventing the use of inside information for illicit gain, to diminish the company's benefits, or to create conflicts of interest, as stipulated in its corporate governance policy, code of conduct and work ethics, employment contracts, and work regulations.

6) The company prioritizes maintaining the confidentiality of customer information and does not use such information for the benefit of directors, executives, employees, and related parties, unless it is information required to be disclosed by law.

7) Information disclosure must be carried out by executives or company employees authorized to disclose it. General employees who are not authorized to disclose information, when asked to disclose information they are not responsible for, should advise the inquirer to contact the person responsible for disclosing that information to ensure accuracy and consistency.

8) Do not provide advice or guidance on the trading of the company's securities, unless it is related to duties assigned by the company.

9) The company prioritizes the security of information in its information systems by controlling and/or preventing unauthorized access to company data by external parties, and by defining access rights for employees at various levels according to their duties and responsibilities.

10) In cases where external parties are involved in ad-hoc work concerning information not yet disclosed to the public and currently under negotiation, which falls under the category of preserving inside information that may affect the company's securities prices, such individuals must sign a Confidentiality Agreement until the information is disclosed to the Stock Exchange and the SEC.

The company imposes disciplinary penalties for violations involving the use of company inside information for personal gain, ranging from written warnings, wage deductions, temporary suspension without pay, or termination of employment. The penalty will be determined based on the intent and severity of the offense.

To ensure compliance, the company has communicated and fostered understanding among directors, executives, and employees by assigning the Company Secretary and the Human Resources Department the responsibility of communicating via email to these individuals about the policy and guidelines for preventing the use of inside information annually. In 2568, the company undertook the following actions:

- The Company Secretary notifies directors, executives, and designated persons of the blackout period for securities trading via the company's email 30 days prior to the disclosure of quarterly and annual financial statements, and 24 hours after the disclosure of financial statements.
- Report the securities holdings of the Board of Directors, executives, and related persons to the Board of Directors quarterly.
- The Company Secretary communicated through the Board of Directors Meeting No. 3/2568 on August 14, 2568, and the Human Resources Department communicated via email to employees within the organization to acknowledge the policy after the Board of Directors approved the annual review. Employees were required to sign an acknowledgment and agreement to comply with the policy, with 100.00% of directors, executives, and employees acknowledging it.

No directors, executives, or employees were found to have accessed inside information and violated the securities trading policy for directors, executives, and employees of the company.

Money laundering prevention

The company adheres to and complies with principles, laws, and regulations related to anti-money laundering, stipulating that executives and employees at all levels are prohibited from receiving, transferring, converting assets, or supporting any actions related to the illegal acquisition of assets, to prevent the company from being used as a channel or tool for transferring, concealing, or disguising the origin of illegal assets.

Guidelines

1. Before conducting transactions with a counterparty, the source of funds must be verified and confirmed to ensure they were obtained legally.
2. Do not accept transfers of an unusual nature, especially if they originate from countries or jurisdictions unrelated to the transaction.

3. If suspicious or unusual transactions are found, they must be reported to the supervisor immediately for consideration and action according to the procedures specified by the company.

Gift giving or receiving, entertainment, or business hospitality

The company requires all directors, executives, employees, and staff to refrain from soliciting or accepting gifts, entertainment, hospitality services, or any benefits that may influence business decisions or lead to neglect of duties, including actions that could be perceived as giving or receiving bribes, whether directly or indirectly, to individuals, government officials, state agencies, or private entities.

The giving and receiving of gifts, entertainment, hospitality services, or any other benefits may be conducted provided they meet the following characteristics:

1. Conduct operations solely on behalf of the company in a correct, transparent, and open manner.
2. Not violate moral principles and comply with laws and company regulations.
3. Be appropriate for the situation, festivals, and customs.
4. Do not use any gifts or benefits to support acts that constitute fraud or corruption.
5. Have no impact on decisions related to the company's interests or create a conflict between personal and organizational interests.

Compliance with laws, regulations, and rules

The Board of Directors is committed to conducting business in accordance with the law. The Company's personnel are aware of their respective roles and responsibilities to comply with various laws, regulations, and rules, both internal and external to the organization. The Company has established various corporate policies approved by the Board of Directors, and new regulations are reviewed and monitored annually. Furthermore, operational procedures and manuals are in place, aiming to ensure that employees are aware of and adhere to various internal and external regulations.

For compliance operations, the Company has engaged Audit House Co., Ltd. ("AUDIT"), which was assigned by Premier Tank Corporation Public Company Limited to act as the internal auditor. AUDIT therefore reviewed the Company's internal control system according to the internal audit project to evaluate the Company's internal control system. AUDIT is of the opinion that the Company has established an internal control system that is sufficient and appropriate for the nature and size of its business operations. Policies, procedures, scopes of responsibility, levels of management approval, and process control measures are clearly and rigorously documented to prevent fraud. Additionally, the Company has an internal audit department that periodically reviews the performance of its personnel.

Regarding compliance operations, the practices can be divided into 4 types as follows:

Related Laws

The Company also recognizes the importance of complying with relevant laws that affect stakeholders. In accordance with the Personal Data Protection Act B.E. 2562 (2019), the Company has therefore developed separate Personal Data Protection Policies for external parties and business partners, and for employees. These policies are published on the Company's website to inform employees and external parties of the organization's intent regarding the handling of personal data, as well as to inform data owners of their various rights and to ensure their understanding of the purposes and methods of collecting, using, and disclosing personal data, among others.

The Company also places importance on respecting and complying with relevant laws in all areas where it conducts business. The Board of Directors has stipulated compliance with relevant laws, regulations, rules, and guidelines in the Company's Code of Ethics and Conduct, which covers the Board of Directors, executives, and employees at all levels. They are required to understand and strictly adhere to laws related to the Company's business operations to ensure that the Company's operations are correct and efficient.

Industry Standard Compliance

1. Quality Management System ISO 9001:2015 is an international standard that businesses worldwide prioritize for quality excellence and operational efficiency within the organization. The implementation of a quality assurance management system ensures that various processes are controlled and auditable through a system that specifies work procedures and methods. This ensures that personnel within the organization understand their duties, responsibilities, and operational steps. Training must be provided to impart knowledge and skills for operations, data must be recorded, and operations must be checked to ensure compliance with the system. Furthermore, errors must be corrected, and measures to prevent recurrence of previous errors must be established.
2. Occupational Health and Safety Management System ISO 45001:2018 is a standard that facilitates the implementation of an occupational health and safety management system by establishing a health and safety management system based on minimizing workplace risks and improving overall safety and working conditions. It enables the identification, analysis, and assessment of various risks that may affect employees, allowing for the development of methods or preventive measures to improve the working environment.
3. Environmental Management System ISO 14001:2015 is an international standard for an organization's environmental management system, aimed at enhancing internal environmental performance and environmental sustainability. It systematically manages environmental responsibilities by using the requirements specified in the environmental management system standard as a guideline for practice, to meet the expectations of the environmental management system. This includes improving environmental performance, ensuring compliance with relevant laws and obligations, and achieving the organization's own environmental management objectives, thereby creating value for the organization, stakeholders, the environment, and aligning with the organization's environmental policy, as well as promoting environmental sustainability. In 2025, the Company engaged a licensed company to conduct workplace environmental inspections, including quantifying chemical concentrations, measuring 8-hour average noise levels, measuring heat values in the establishment, measuring light intensity values in the establishment, measuring drinking water quality, and measuring wastewater quality. All items were found to be within standard criteria, with wastewater quality measurements meeting standard parameters, reflecting the Company's commitment to the environment and indicating adherence to its vision of "Sustainable and Caring Management Principles." This also aligns with the sustainable development goals as per "The 17 sustainable development goals (SDGs) to transform our world," specifically Goal 6: Clean Water and Sanitation.

Accounting Standards

The Company has prepared financial reports in accordance with the accounting standards prescribed by the Federation of Accounting Professions. Furthermore, the Company's auditor, DIA International Audit Co., Ltd., which audited the financial statements for the year 2025, stated in its audit report that the Company did not have any material deficiencies in its accounting system.

The auditor's review of the 2025 annual financial statements found no risks or deficiencies in the internal control system, thus no Management Letter was prepared for 2025. Furthermore, the auditor reported the results of the 2025 financial statement audit to the Audit Committee, stating that no irregularities related to fraud were found that would materially affect the Company's financial statements.

Information and assets usage and protection

Company Asset Preservation and Utilization Policy

Premier Tank Corporation Public Company Limited recognizes the importance of utilizing company assets, which are resources provided by the company for its business operations. Executives, employees, and relevant parties are

responsible for utilizing company assets to their fullest potential and for controlling, supervising, and maintaining assets with due diligence. They shall not use company assets for their own benefit or the benefit of others, unless authorized by the approving authority.

Company assets refer to tangible and intangible assets, both income-generating and non-income-generating, which have value and a useful life exceeding one year, such as movable and immovable properties, including technology, technical knowledge, proprietary information, rights, copyrights, patents, concessions, inventions, and intellectual property, among others.

Information and IT system security

Use and Security Maintenance of Information Technology Systems

The company prioritizes the appropriate and secure use of electronic data, information technology systems, network systems, and computers to ensure continuous company operations. Systems are used in compliance with regulations and laws concerning computer-related offenses, as well as to prevent threats that could cause damage to the company. All employees must adhere to policies and regulations, and are responsible for protecting information from unauthorized access or dissemination, by observing the following:

1. Electronic devices and electronic data are designated for the company's benefit.
2. It is prohibited to use any information technology to access inappropriate websites, and to avoid accessing illegal information or information that violates good morals, as well as not to disseminate internet information to others.
3. It is prohibited to use for one's personal business benefit or for other benefits related to politics or associates.
4. Employees must not unlawfully access computer systems that have specific access prevention measures, and where such measures are not intended for them.
5. Employees must not unlawfully access or become aware of specific computer system access prevention measures created by others without authorization, and are prohibited from disclosing or misusing such measures, which may cause damage to the company or other individuals.
6. It is prohibited to unlawfully intercept, by electronic means, data of others being transmitted within a computer system, where such computer data is not intended for public benefit.
7. It is prohibited to send computer data or electronic mail to others by concealing or falsifying the source of such data transmission, which disturbs the normal use of computers by others.
8. It is prohibited to commit any act that may cause damage to computer data or electronic systems related to national security, public safety, or any act against computer data intended for public benefit.
9. The company reserves the right to inspect the use of electronic devices, information systems, and electronic data provided by the company for employees' work, without prior permission from the user. Such inspections will be conducted strictly within the framework of laws, data security policies, and company regulations.

Information Disclosure Aspect

As a company listed on the Stock Exchange of Thailand since February 15, 2022, the company has prioritized full compliance with the Public Limited Company Act and the Securities and Exchange Act, as required by law.

Furthermore, the company regularly sends relevant personnel to attend training on applicable laws essential for operations, to ensure employees gain knowledge, understanding, and can apply it to their work. Information disclosure is one of the important principles for good corporate governance. Therefore, the company emphasizes the accuracy, sufficiency, timeliness, and equality of information provided to all groups of stakeholders and the Stock Exchange of Thailand. The preparation of such information adheres to established guidelines, with the Investor Relations department and Company Secretary performing these duties. Company information includes financial and non-financial data. In 2025, the disclosure of financial statement information has been reviewed/audited by auditors to be materially correct according to generally accepted accounting principles and approved by the Audit Committee/Board of Directors before public disclosure. For non-financial information disclosure, the company has disclosed information according to

the criteria set by the Stock Exchange and the SEC Office, which include related party transactions, dividend payments, management discussion and analysis, meeting invitation letters, and shareholder meeting minutes. Additionally, good corporate governance reports are included in the annual information statement, Form 56-1 One Report.

Disclosure of Information and Transparency

- The Board of Directors mandates the disclosure of important company-related information, both financial and non-financial, in accordance with the regulations of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand, as well as other relevant information, accurately, completely, timely, and transparently. This ensures that investors and all stakeholders of the company receive information equally through various channels and methods, such as the Stock Exchange of Thailand's news system, Form 56-1 One Report, and the company's website. Additionally, a Company Secretary and Investor Relations personnel have been appointed to manage and store such information.
- The company's financial audit is conducted by certified public accountants from D.I.A. International Audit Co., Ltd. The auditors are independent, knowledgeable, skilled, and certified by the Securities and Exchange Commission (SEC). During the audit, the Audit Committee received reports from the auditors confirming their independence, cooperation, and absence of any conflicts with management.

Regarding the company's internal audit, the Board of Directors has approved Audit House Co., Ltd. to propose a plan and conduct an audit of the internal control system to ensure that the company has appropriate and effective management, supervision, control, and risk management systems.

- The Board of Directors ensures the disclosure of the roles, duties, remuneration, and meeting attendance of the Board of Directors and sub-committees, itemized by individual, in the company's Form 56-1 One Report.

The company participated in the Mai Forum 2025, organized by the Stock Exchange of Thailand, once on June 21, 2025, at Centara Grand at CentralWorld Hotel.

- The Board of Directors has established an Investor Relations department to communicate and publicize information to various parties, including disclosing information about the company's business and performance to shareholders, individual and institutional investors, analysts, journalists, and the general public, accurately, completely, and timely. This also includes building confidence and enhancing the organization's positive image. Contact channels are: Tel: 02-318-4013 Fax: 02-318-4014 E-mail: investor_relation@premiertankcorp.com

Environmental management

Environmental Dimension of Sustainability Management

The Company prioritizes the development of environmental operations to comply with relevant laws, regulations, and international standards. The Company is committed to managing processes throughout the business value chain to ensure efficient resource utilization, along with managing to reduce environmental impact. Therefore, the Company has established the following guidelines for environmental conservation for sustainability:

- Establish environmental policies and practices to comply with relevant laws and regulations concerning environmental management appropriately, by focusing on efficient service provision and reducing environmental impact, as well as maximizing the beneficial use of resources through circulation.
- Instill awareness and campaign for all employees in the organization to recognize the importance of energy conservation, such as appropriate use of electricity and water, as well as supporting waste management through waste segregation, and initiating support for greenhouse gas management.
- Establish systematic environmental management with oversight processes, monitoring and improvement processes, and evaluation and reporting for continuous development.
- Communicate environmental policies and practices to all employees in the organization, as well as stakeholders throughout the value chain, with the Board of Directors and management committed to managing and supporting the Company's continuous implementation of these policies and achieving the established guidelines. Furthermore, the

Company also prioritizes the safety and hygiene of its personnel by promoting and instilling awareness in safety, occupational health, and environment. The Company has established a policy on safety, occupational health, and working environment to ensure employees have a safe and hygienic working environment.

Human rights

The company is committed to fairness and integrity with its stakeholders to build continuous good relationships in business operations. It also does not unfairly discriminate against anyone by using personal judgment or relationships, and provides equal opportunities without distinction of race, nationality, religion, or gender. Guidelines:

- Directors, executives, and employees must ensure fairness and non-discrimination towards stakeholders in business operations. The provision of benefits to stakeholders should adhere to the company's principles and policies.
- Directors, executives, and employees must manage operations with prudence and circumspection to build confidence among shareholders. Any decision to take action must be made fairly and with the utmost consideration for the best interests of all shareholders.
- Directors, executives, and employees must ensure fairness and non-discrimination in employment terms, which include personnel recruitment, consideration of compensation and employment benefits, promotions, transfers, performance evaluations, training, compliance with rules and regulations, termination of employment, dismissal and re-hiring of employees, as well as participation in social and recreational activities, etc.
- Directors, executives, and employees must provide services to customers with honesty and fairness, without exploiting or defrauding them.
- Directors, executives, and employees must adhere to trade agreements or conditions with business partners and/or creditors honestly and fairly. In cases where conditions cannot be met, partners and/or creditors must be informed to jointly seek solutions.

Respect for Human Rights and Fair Treatment of Labor

Guidelines

- Support and respect the protection of human rights by regularly monitoring and ensuring that their businesses are not involved in human rights violations.
- Promote monitoring of compliance with human rights requirements within their businesses and encourage adherence to human rights principles according to international standards. The business's human rights responsibilities also extend to subsidiaries (if any), joint ventures, and business partners.
- The company will treat all its personnel equally, without discrimination based on origin, race, gender, age, skin color, religion, physical ability, status, lineage, educational institution, or any other status not directly related to job performance.
- The company provides opportunities for all its personnel to fully demonstrate their abilities by offering appropriate compensation and creating work incentives, including salaries, bonuses, and appropriate operational expenses in accordance with company regulations. Additionally, the company provides opportunities for its personnel to pursue further education and training, both short-term and long-term.
- All company personnel must perform their duties and responsibilities to the best of their ability, with honesty, integrity, and adherence to moral principles. They must not delegate their duties to any individual, directly or indirectly, unless it is necessary or for the convenience and speed of tasks that do not require their specific expertise.
- Company personnel must perform duties according to the chain of command, receive orders, and be directly responsible to their supervisors. They must not bypass the chain of command unless absolutely necessary. They should avoid criticizing supervisors and colleagues in a way that could cause damage to those individuals or to the company. Nevertheless, company personnel will provide opportunities and be open-minded to listen to the opinions of subordinates and colleagues with mindfulness, without prejudice, and with reason.

- Company personnel may fully utilize company resources, labor, premises, and facilities for their duties. The use of company resources, labor, premises, and facilities for purposes other than official duties or legitimate benefits is prohibited.
- Company personnel must maintain polite manners, dress appropriately for the occasion, and conduct themselves in a manner suitable for their duties and local customs, without damaging the company's image.
- Company personnel may use their names and positions to solicit donations for charitable causes organized by the company, but they are prohibited from using the company's name and their company position to solicit funds privately, for any purpose whatsoever.
- Company personnel should cooperate in activities organized by the company to foster unity and mutual support, as well as in social activities organized by the company.
- Company personnel are prohibited from engaging in actions that cause distress, annoyance, demoralization of others, create hostility, or disrupt work, including sexual harassment towards company personnel or external parties conducting business. This includes sexual assault, flirtation, molestation, indecency, and the possession of obscene images, both verbally and physically.

Safety and occupational health at work

The company has a policy regarding safety, occupational health, and the working environment, emphasizing the prevention of hazards to ensure that employees and the establishment are free from incidents that could cause occupational dangers.

The company will care for its employees and arrange for the establishment to have safe and hygienic working conditions and environment, as well as promote and support employees' operations to be safe from hazards. Employees at all levels are responsible for cooperation and must strictly adhere to official laws, regulations, safety standards, and company policies and rules. They are also responsible for maintaining the working environment according to established standards to ensure the safety of life, body, mind, and health, taking into account the nature of the work and the areas of responsibility. The company is committed to implementing this.

1. To strictly comply with all stipulated laws, regulations, announcements, orders, and standards concerning safety, occupational health, and working environment.
2. To continuously support and promote safety, occupational health, and the working environment by allocating sufficient and appropriate budgets.
3. To promote safety by continuously providing training, knowledge, reviews, and drills, as well as organizing various activities to enhance safety awareness among employees and within the establishment, ensuring constant preparedness.
4. To prepare and provide personal protective equipment for employees to use or wear as appropriate for the nature of their work and operations.
5. To arrange for safety inspections and strictly enforce employee compliance with safety regulations, as well as to diligently supervise and ensure that employees wear and use protective equipment as strictly prescribed by the company.
6. To continuously elevate and develop the company's internal environment, workplace, and surrounding cleanliness to ensure safety, a good and hygienic environment, and a high quality of work life and health.
7. To emphasize employee cooperation in complying with regulations concerning safety, occupational health, and the environment, leading to successful accident prevention.
8. To ensure safety at work, as well as correct and safe operating procedures, is the duty and responsibility of employees and supervisors at all levels.
9. All employees are required to participate in preventing occupational hazards and maintaining a good environment. The company will accept suggestions and feedback from employees and consider appropriate revisions and improvements to various shortcomings to ensure safety and a good environment for employees.
10. In the event of an employee sustaining a work-related accident, the company will provide care and consider appropriate assistance to enable the injured employee to maintain a reasonable livelihood.

Other guidelines related to business code of conduct

Information Disclosure and Transparency

- The Board of Directors mandates the disclosure of significant company-related information, including both financial and non-financial data, in accordance with the regulations of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand, as well as other relevant information, accurately, completely, timely, and transparently. This ensures that investors and all stakeholders of the company receive information equally through various channels and methods, such as the news system of the Stock Exchange of Thailand, Form 56-1 One Report, and the company's website. Additionally, a Company Secretary and Investor Relations officer have been appointed to manage and store such information.
- The company's accounts are audited by certified public accountants from D.I.A. International Audit Co., Ltd. The auditors are independent, knowledgeable, skilled, and certified by the Securities and Exchange Commission (SEC). In connection with this audit, the Audit Committee received a report from the auditors confirming their independence, cooperation, and absence of any conflicts with management. Regarding the company's internal audit, the Board of Directors approved Audit House Co., Ltd. to propose a plan and conduct an audit of the internal control system to ensure that the company has appropriate and effective management, oversight, control, and risk management systems.
- The Board of Directors ensures the disclosure of the roles, duties, remuneration, and meeting attendance of the Board of Directors and sub-committees, itemized by individual, in the company's Form 56-1 One Report.
- The Board of Directors has established an Investor Relations unit to communicate and publicize information to various parties, including disclosing accurate, complete, and timely information about the company's business and operating results to shareholders, individual and institutional investors, analysts, journalists, and the general public. This also includes building confidence and enhancing the organization's positive image. Contact channels are: Tel: 02-318-4013 Fax: 02-318-4014 E-mail: investor_relation@premiertankcorp.com

Promotion of compliance with the business code of conduct

Promotion for the board of directors, executives, and : Yes

employees to comply with the business code of conduct

The Company stipulates that it is the duty and responsibility of all directors, executives, and employees to acknowledge, understand, and strictly adhere to the established business ethics and codes of conduct. Executives within the organization must supervise and consider it a matter of utmost importance to ensure that employees under their command are aware of, understand, and seriously comply with the prescribed code of ethics.

Directors and executives at all levels within the organization must oversee and take responsibility, considering it a matter of utmost importance to ensure that employees under their command are aware of, understand, and seriously comply with the Company's Business Ethics Handbook.

The Company does not condone any actions that are illegal or contrary to good ethical principles. Should any director, executive, or employee violate the established ethics, they will be subject to strict disciplinary action. Furthermore, if there is any action believed to be in violation of laws, rules, regulations, and government ordinances, the Company will refer the matter to the relevant government authorities for further action.

Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption : Yes

networks

Anti-corruption networks or projects the company has : Other anti-corruption networks or projects the
joined or declared intent to join company has joined : Project for Thai Private
Sector Collective Action Against Corruption

Diagram of participation in anti-corruption networks



**คำประกาศเจตนารมณ์ เข้าร่วม
แนวร่วมต่อต้านคอร์รัปชันของภาคเอกชนไทย**

บริษัท.....พีเอ็มอี แอท เคอร์ปอเรชั่น จำกัด (มหาชน).....ขอประกาศว่าบริษัทมีความตั้งใจที่จะเข้า
ร่วมเป็นสมาชิกแนวร่วมปฏิบัติของภาคเอกชนไทยในการต่อต้านการทุจริต (CAC) เพื่อร่วมเป็นส่วนหนึ่งของความพยายามในการแก้ไข
ปัญหาการทุจริตคอร์รัปชันโดยภาครัฐกิจของประเทศไทย

โดยการประกาศเจตนารมณ์ที่จะเข้าร่วมเป็นสมาชิก CAC บริษัท.....พีเอ็มอี แอท เคอร์ปอเรชั่น จำกัด (มหาชน).....
.....ตกลงที่จะปฏิบัติดังต่อไปนี้

1. ปฏิบัติตามเกณฑ์ที่ CAC กำหนดเพื่อยื่นขอการรับรองจากคณะกรรมการ CAC ภายในกรอบเวลา 18 เดือน นับตั้งแต
วันที่ประกาศเจตนารมณ์
2. สนับสนุนการขยายเครือข่ายธุรกิจสะอาดโดยการเชิญชวนคู่ค้า บริษัทในอุตสาหกรรมเดียวกัน และผู้มีส่วนได้เสียกับ
บริษัทกลุ่มอื่น ๆ ให้มาเข้าร่วมเป็นสมาชิก CAC
3. สนับสนุนให้เกิดการปรับปรุงประสิทธิภาพ เพื่อเพิ่มความโปร่งใสของการรับและให้บริการภาครัฐ และการทำธุรกรรม
ระหว่างภาครัฐกับเอกชน

อุดมการณ์ของ CAC ตามเอกสารแนบท้าย ถือเป็นส่วนหนึ่งของคำประกาศเจตนารมณ์ฯ นี้และมีผลผูกพันบริษัทที่เข้าร่วม
โครงการ CAC ทุกประการ ข้าพเจ้าในฐานะตัวแทนบริษัท.....พีเอ็มอี แอท เคอร์ปอเรชั่น จำกัด (มหาชน).....
.....ได้อ่านและเข้าใจข้อความของคำประกาศเจตนารมณ์ฯ ฉบับนี้ รวมถึงเอกสารแนบท้ายทุกฉบับแล้ว จึงได้
ลงลายมือชื่อไว้เป็นสำคัญ

ผู้ประกาศเจตนารมณ์ : บริษัท.....พีเอ็มอี แอท เคอร์ปอเรชั่น จำกัด (มหาชน) ลงนามลายมือชื่อโดยประธานกรรมการ หรือ ผู้บริหารสูงสุด  (ชื่อ-นามสกุล)...(ศ.ดร.พรชัย...สุนพจน์คเว)... (ตำแหน่ง)...ประธานกรรมการบริษัท..... วันที่ : 29 มีนาคม 2567.....	ผู้รับทราบการประกาศเจตนารมณ์: แนวร่วมต่อต้านคอร์รัปชันของภาคเอกชนไทย  (ดร.กุลภัทรฯ สีโธม) ประธานคณะกรรมการ CAC วันที่ :
---	---

6.3 Material changes and developments in policy and corporate governance system

over the past year

The Board of Directors has arranged for the continuous improvement of policies, practices, and good corporate governance systems to enhance the efficiency of corporate oversight and to elevate the company's corporate governance standards in line with the Principles of Good Corporate Governance for Listed Companies 2017 (Corporate Governance Code or CG Code) of the Securities and Exchange Commission, as follows:

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

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

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

In 2025, the Board of Directors approved the review/amendment of policies, guidelines, and the good corporate governance system, as follows:

1. Approved the review of the company's good corporate governance policy, ethics and codes of conduct for work, as well as various company policies, to ensure their suitability with current situations and changes, and to regularly monitor compliance with policies and guidelines.
2. Approved the review of 23 annual company policies for 2025 to ensure their suitability with current situations and changes.
3. Approved the policy for supervising subsidiaries and associated companies to safeguard the company's interests.

6.3.2 Implementation of the CG Code for listed companies

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

Principle 1 Recognizing the role and responsibilities of the Board of Directors as organizational leaders who create sustainable value for activities.

1.1 Understanding the role and recognizing the responsibility as a leader to oversee good organizational management.

- The Board of Directors is responsible for considering and approving important company matters, including the vision, mission, values, organizational strategy, business plan, and significant investment items for the company. In the past year, at the 5th Board of Directors meeting of 2025, held on December 17, 2025, the company's vision, mission, operational goals, business strategies, and the 2026 annual business plan were reviewed.
- The Board of Directors reviews and approves the company's operational plans, which include the business plan, annual budget, and enterprise risk management plan.
- The Board of Directors monitors operational performance at least quarterly and evaluates results at the end of each year, requiring management to report at Board of Directors meetings.

In 2025, the Board of Directors approved the review/revision of policies, guidelines, and the good corporate governance system by:

1. Approve the review of the company's good corporate governance policy, ethics, and code of conduct, as well as various company policies, to ensure their suitability for current situations and changes, and to regularly monitor compliance with policies and guidelines.

2. Approve the review of 23 company policies for the year 2025 to ensure their suitability for current situations and changes.

1.2 Overseeing corporate governance to achieve at least the following results: (1) being competitive and having good performance, considering long-term impacts; (2) conducting business ethically, respecting rights, and being responsible to shareholders and stakeholders; (3) benefiting society and developing or reducing negative environmental impacts; (4) being adaptable to changing factors.

- The Board of Directors defines a mission that reflects the creation of sustainable value for the business.
- The Board of Directors acts as a role model in corporate governance, for example, by considering their own conflicts of interest.
- The Board of Directors has established written corporate governance policies, business ethics, and codes of conduct.
- The Board of Directors has assigned the Executive Committee to oversee good corporate governance and social, community, and environmental care (CSR).

1.3 Ensuring that all directors and executives perform their duties with due care and loyalty to the organization, and ensuring that operations comply with laws, regulations, and resolutions of shareholders' meetings.

- The Board of Directors has defined the scope of authority, duties, and responsibilities of the Board of Directors to comply with laws, regulations, and resolutions of shareholders' meetings.
- The Board of Directors has policies regarding approvals and operations, and executive-level approvals, to ensure that important decisions by directors and executives are made in a structured and transparent manner.

1.4 Understanding the scope of duties and responsibilities of the Board of Directors, clearly defining the scope of delegation of duties and responsibilities to the President and management, and monitoring to ensure that the President and management perform their assigned duties.

- Written scopes of authority, duties, and responsibilities are established, divided into those of the Board of Directors, the Executive Committee, the Chief Executive Officer, and department/division managers.
- The Board of Directors monitors and ensures that the Chief Executive Officer and management perform their assigned duties through Board and sub-committee meetings, with such assignments and progress reports documented in writing in the minutes of various committee meetings.

The Board of Directors monitors and ensures that the Chief Executive Officer and management perform their assigned duties through Board and sub-committee meetings, with such assignments and progress reports documented in the minutes of various committee meetings.

Principle 2 Defining the main objectives and goals of the business for sustainability.

2.1 Defining or ensuring that the main objectives and goals of the business are geared towards sustainability.

- The company conducts business with consideration for changing environments. In addition to normal business operations, the company has established strategies for creating new businesses to enhance competitiveness and achieve sustainable growth in the future.
- The company focuses on treating all stakeholders equally, by specifying stakeholder care in its corporate governance policy.

2.2 Overseeing to ensure that the objectives, goals, and medium-term/annual strategies of the business align with achieving the main objectives and goals of the business, with appropriate and safe use of innovation and technology.

- The Board of Directors defines short-term and long-term strategic and business plans, based on the company's vision and mission.
- The Board of Directors sets both monetary and non-monetary targets.
- The Board of Directors has assigned the Chief Executive Officer the responsibility of overseeing and monitoring operational performance using innovation and technology as tools.
- Objectives, strategic goals, and action plans are communicated via email.

Principle 3 Strengthening an effective Board of Directors.

3.1 Defining and reviewing the structure of the Board of Directors.

- The Board of Directors has an appropriate balance between executive and non-executive directors, reflecting a suitable balance of power, with the majority of directors being non-executive directors who can provide independent opinions on management's performance.
- The Board comprises 4 independent directors out of 7 directors, in accordance with SEC criteria, or at least 1/3 of the total number of directors, but not less than 3.
- The company sets stricter qualifications for independent directors than those of the SEC regarding the proportion of company shareholding.
- The policy for determining the diverse composition of the Board of Directors and directors' profiles are disclosed in Form 56-1 One Report.
- The Board of Directors selected a suitable person as Chairman, based on qualifications, experience, and expertise.
- The company separates the person holding the position of Chairman from the person holding the position of Chief Executive Officer, clearly delineating the duties of the Board of Directors and management.

3.2 Selecting a suitable person as Chairman and ensuring that the composition and operations of the Board of Directors facilitate independent judgment in decision-making.

- The Chairman of the Board of Directors is an independent director, possessing knowledge, abilities, and a thorough understanding of the company's business nature, which is essential for decision-making to maximize the benefits for the company and its shareholders as a whole.
- The roles and responsibilities of the Chairman are defined in writing.
- The Board of Directors has appointed sub-committees to consider specific issues, screen information, and propose recommendations for consideration before submitting them to the Board of Directors for approval.
- The Board of Directors ensures the disclosure of the roles and responsibilities of the Board and sub-committees, the number of meetings, and the attendance of each director in the past year, and reports the performance of all sub-committees in Form 56-1 One Report.

3.3 The Board of Directors is responsible for overseeing that the director nomination and selection process is transparent and clear.

- The Board of Directors has established a Nomination and Remuneration Committee, whose chairman is an independent director.
- The Nomination and Remuneration Committee has established criteria for nominating individuals to be proposed as company directors.
- The Nomination and Remuneration Committee considers the qualifications of nominees for directorships before presenting them to the Board of Directors meeting and/or the shareholders' meeting for appointment. In presenting, the Nomination and Remuneration Committee ensures sufficient disclosure of information about the nominees to aid decision-making.

3.4 In proposing directors' remuneration for shareholder approval, the Board of Directors is responsible for ensuring that the remuneration structure and rates are appropriate for the responsibilities and incentivize the Board to lead the organization towards achieving both short-term and long-term goals.

- The Board of Directors has assigned the Nomination and Remuneration Committee to consider the remuneration policy and criteria before submitting them to the Board of Directors for approval.
- The Nomination and Remuneration Committee annually reviews the appropriateness of remuneration for directors, sub-committee members, executives, and employees, considering the company's performance, directors' responsibilities, and comparisons with other companies in the same industry and of similar size.
- Shareholders approve directors' remuneration, both monetary and non-monetary, with the Board of Directors considering the appropriateness of each form of remuneration before presenting it to the Board of Directors meeting and/or the shareholders' meeting annually.

- The forms and amounts of directors' remuneration are disclosed in Form 56-1 One Report.

3.5 Overseeing that all directors are responsible for performing their duties and allocate sufficient time.

- The Board of Directors has established mechanisms to support directors in understanding their roles and responsibilities. When new directors join, meetings are arranged between the new directors and management to ensure that the new directors receive relevant company information.

3.6 Overseeing the establishment of frameworks and mechanisms for governing the policies and operations of subsidiaries, associated companies, and other ventures in which the company invests.

- The company has an investment policy and a policy for supervising the operations of subsidiaries and associated companies to serve as guidelines for practice.

- The company has a policy for supervising subsidiaries and associated companies to protect the company's direct and indirect interests, and has established measures to monitor the management of subsidiaries and associated companies.

3.7 Arranging for annual performance evaluations of the Board of Directors, sub-committees, and individual directors.

- The Board of Directors and sub-committees conduct performance evaluations (self-assessment) once a year. The evaluation forms are approved by the Board of Directors before being sent to directors for assessment. These forms include individual director evaluations, collective board evaluations, and evaluations for all four sub-committees. The company primarily uses the evaluation guidelines from the Thai Institute of Directors Association.

- The Company Secretary reports the results of directors' self-assessments, and the Board of Directors considers these evaluation results.

- The evaluation results are disclosed in Form 56-1 One Report.

3.8 Overseeing that directors regularly receive information necessary for performing their duties.

- The Board of Directors emphasizes consistent performance of directorial duties, requiring the Company Secretary to allocate an annual budget for director training and to include an agenda item to present training courses offered throughout the year by the Thai Institute of Directors Association (IOD) for directors' awareness annually.

- Information on the continuous training and development of the Board of Directors is disclosed in Form 56-1 One Report.

3.9 Overseeing to ensure that the operations of the Board of Directors proceed smoothly, with access to necessary information, and that the Company Secretary possesses the necessary and appropriate knowledge and experience to support the Board of Directors' operations.

- The Board of Directors arranges annual meeting schedules and main agendas in advance to allow directors to allocate time for attendance, by: The Board of Directors has announced the meeting schedule in advance. 1 year, for directors and relevant parties to be informed. Regular meetings are held at least once per quarter. Additionally, special meetings may be convened as necessary, with agendas set in advance and clearly categorized, such as for information, for approval, or for consideration.

- . The company sends meeting documents to directors at least 7 days prior to the meeting date.

- The Chief Executive Officer assigns relevant senior executives to attend all Board of Directors meetings to present details on related agenda items.

- The Board of Directors can request additional information related to meeting agendas from the Chief Executive Officer, executives, and the Company Secretary.

Principle 4 Recruitment and development of senior executives and human resource management.

4.1 Ensuring the recruitment and development of the Chief Executive Officer and senior executives with the necessary knowledge, skills, experience, and attributes to drive the organization towards its goals.

- The company's succession plan includes planning for senior executive positions, considering the tenure of current incumbents nearing retirement age, to prepare for filling vacant positions. This involves assessing the potential and suitability for development and training for such positions.

- The Nomination and Remuneration Committee initially considers individuals for senior executive positions and proposes them to the Board of Directors for consideration.

4.2 The Board of Directors, with the recommendation of the Nomination and Remuneration Committee, oversees the establishment of an appropriate remuneration structure and performance evaluation.

- The company considers various forms of personnel remuneration, including monetary forms such as salaries and bonuses, and various welfare benefits such as provident funds, with a focus on enhancing financial security after retirement.
- In reviewing remuneration, the company benchmarks against companies in the same industry group.
- The Board of Directors, through the screening of the Nomination and Remuneration Committee, establishes the criteria for evaluating the performance of the Chief Executive Officer and conducts the performance evaluation of the Chief Executive Officer.

4.3 Understanding the structure and relationships of shareholders that may affect the company's management and operations.

- In decision-making, the Board of Directors ensures that the company's policies do not hinder the Board's performance or affect the interests of stakeholders.

4.4 Monitoring and overseeing the management and development of personnel to ensure appropriate numbers, knowledge, skills, experience, and motivation.

- The company prioritizes selecting internal employees with appropriate qualifications, knowledge, abilities, potential, experience, and conduct for vacant positions, to provide internal employees with opportunities for career growth. Only then will external candidates with suitable qualifications, knowledge, abilities, potential, and experience for the position be considered for recruitment and selection.
- Knowledge and skills development: The company focuses on developing knowledge and skills, emphasizing the development of behaviors that demonstrate skills, attributes, and expertise aligned with job levels, to prepare employees with sufficient skills, expertise, and experience to reduce risks in performing higher-level positions.

Principle 5 Promoting innovation and responsible business conduct.

5.1 Emphasizing and supporting innovation that creates value for the business while also benefiting customers or stakeholders and demonstrating social and environmental responsibility.

- The Board of Directors promotes the use of innovation in business operations alongside creating benefits for customers or stakeholders and demonstrating social and environmental responsibility. The Board has assigned management the responsibility of driving operational performance. The company has implemented a Terminal Automation System (TAS) to control the correct type and quantity of oil received and dispensed, preventing errors from incorrect oil types. Additionally, it has adopted an Automatic Tank Gauging (ATG) system, which allows the company to measure oil levels in storage tanks in real-time and to command the system to store important statistical data on the movement of oil volumes flowing into and out of the storage tanks, thereby enabling the company to meet customer needs, among other benefits.

5.2 Monitoring and ensuring that management conducts business with social and environmental responsibility.

- The Board of Directors ensures mechanisms are in place to guarantee that the business operates ethically, serving as a guideline for the company to achieve its main objectives sustainably. Business ethics policies and guidelines have been established, covering the following: good corporate governance, fair business practices, respect for human rights and fair treatment of labor, responsibility towards stakeholders, responsibility towards stakeholders in community and social development, environmental protection, innovation and dissemination of innovation from corporate social responsibility, and the preparation of social and environmental reports.

5.3 Establishing an enterprise-level information technology governance and management framework that aligns with the company's needs, and ensuring the use of information technology to enhance business opportunities.

- The company has established a computer and information technology usage policy to ensure clarity in the governance, direction-setting, and management of the company's information technology, as well as to emphasize the company's focus and caution regarding the use of computers and information technology, which are crucial resources that facilitate and benefit business operations.

Principle 6 Ensuring appropriate risk management and internal control systems.

6.1 Overseeing to ensure that the company has risk management and internal control systems that effectively achieve objectives and comply with relevant laws and standards.

- The Board of Directors has assigned the Risk Management Committee to provide comments and approve the preparation of the annual enterprise risk management plan, ensuring its alignment with strategic direction and business plan before Board of Directors' approval.
- At its 4th meeting of 2025, held on November 13, 2025, with 4 independent directors in attendance, the Board of Directors considered the company's internal control system. Under the agenda item "Consideration and Approval of the Adequacy Assessment Results of the Internal Control System for 2025," it was concluded that the company has an appropriate and sufficient internal control system to effectively manage operations in line with goals, objectives, laws, and relevant regulations, capable of protecting assets from fraud and damage, and ensuring accurate and reliable accounting and reporting. The assessment utilized the internal control system adequacy assessment form from the Securities and Exchange Commission.

6.2 Establishing an Audit Committee that can perform its duties effectively and independently.

- The Board of Directors has established an Audit Committee comprising 3 independent directors, in accordance with SEC criteria.
- The Board of Directors has defined the duties of the Audit Committee in writing, covering the criteria set by the Stock Exchange.
- The Audit Committee can invite relevant parties to provide necessary information and discuss accounting findings with auditors, as well as seek independent opinions from specialized professional advisors to support the Audit Committee's consideration, with the internal audit unit supporting the Audit Committee's operations.
- The Board of Directors has established an internal audit unit that reports directly to the Audit Committee and is independent of management.
- The Audit Committee provides opinions on the adequacy of the risk management system and the effectiveness of internal control systems, and discloses them in Form 56-1 One Report.

6.3 Monitoring, overseeing, and managing potential conflicts of interest between the company and management, the Board of Directors, or shareholders, including preventing the improper use of company assets, information, and opportunities, and engaging in inappropriate transactions with related parties.

- The company has a policy prohibiting directors, executives, their spouses, and minor children, as well as legal entities in which such individuals collectively hold more than 30% of the total voting rights and have the largest shareholding in such legal entities, from using inside information to buy, sell, transfer, or receive transfers of the company's securities before such information is widely disseminated to the general public, especially during the 30 days prior to the public release of the company's financial statements. Furthermore, after the information has been disseminated, the aforementioned individuals are prohibited from buying or selling the company's securities until the public who has received such information has had a reasonable time to evaluate the received information (at least 24 hours from the date and time of dissemination).
- The company has a policy on conflicts of interest and a policy on related party transactions.
- The Board of Directors requires directors and executives to report their conflicts of interest and present them to the Board of Directors quarterly.
- The company has implemented measures to prevent the use of inside information as follows:

- 1) Communicating to directors and executives their obligation to report changes in the company's securities holdings to the SEC via the SEC's electronic system within 3 business days after any change, and also informing the Company Secretary in accordance with the policy, criteria, and preparation of related party transaction reports.
 - 2) Notifying directors, executives, and relevant personnel of the blackout period for trading the company's securities.
 - 3) The Board of Directors requires the Company Secretary to report on the buying-selling/holding of company shares by directors and executives at Board of Directors meetings quarterly for acknowledgment.
- 6.4 Developing clear anti-corruption policies and guidelines and communicating them at all organizational levels and to external parties to ensure practical implementation.

In 2025, the company has taken the following actions to combat fraud and corruption:

- Reviewing the anti-corruption policy for the Board of Directors to approve the (revised) policy applicable to personnel at all levels of the company.
- The Board of Directors reviews the suitability of corporate governance policies, operational ethics, and business ethics annually.
- The company communicates its policies and guidelines to employees through new employee orientation and via email.

6.5 Overseeing that the company has mechanisms for receiving complaints and handling whistleblowing cases.

- The company has a whistleblowing and complaint policy, covering complaint matters, channels, procedures, and protection for whistleblowers or witnesses, to establish clear, transparent, fair, auditable, and stakeholder-responsible principles and guidelines for complaints and reporting official corruption, in line with corporate governance principles.
- The company designates various complaint recipients through trusted supervisors at all levels, the Human Resources Department, the Company Secretary, the Audit Committee, and the Board of Directors. Complainants can choose to report fraud and non-compliance with laws and company regulations through the following channels:

- 1) Suggestion and complaint boxes within the company.
- 2) Website www.premiertankcorp.com
- 3) Electronic mail
- 4) By mail: Directly to the Chairman of the Board of Directors or the Chairman of the Audit Committee, Premier Tank Corporation Public Company Limited, 2034/69 Ital-Thai Tower, 15th Floor, New Petchburi Road, Bangkapi, Huay Kwang, Bangkok 10310.

Principle 7 Maintaining financial credibility and information disclosure.

7.1 Ensuring that the financial reporting system and the disclosure of important information are accurate, sufficient, timely, and comply with relevant rules, standards, and practices.

- The company has an information disclosure policy, which covers information disclosure standards and individuals authorized to disclose important information.
- The company's financial reports contain complete important information, including the auditor's opinion in the financial reports.
- The Board of Directors ensures that the company discloses sufficient information, including the securities offering registration statement, financial statements, and Form 56-1 One Report, and reviews the draft content before public disclosure.
- The company prepares Management Discussion and Analysis (MD&A) to accompany the disclosure of its 2025 financial statements.

7.2 Monitoring and overseeing the adequacy of financial liquidity and debt repayment ability.

- The company prepares both short-term and long-term cash flow projections to ensure sufficient financial liquidity for business operations and calculates the Debt Service Coverage Ratio (DSCR) to assess the company's debt repayment ability, reporting these to management and the Board of Directors.

7.3 In situations where the company faces financial problems or is likely to face them, the Board of Directors will ensure that the company has a plan to resolve the issues or other mechanisms to address financial problems, while considering the rights of stakeholders.

- The company will be aware of financial problems in advance from the prepared cash flow projections and will then seek approval from the Board of Directors to secure sufficient short-term and/or long-term credit facilities to meet its funding needs.

7.4 Overseeing that management establishes an investor relations unit or personnel responsible for communicating with shareholders, investors, and analysts in an appropriate, equitable, and timely manner.

- The company has established an Investor Relations unit to serve as a central point for disclosing important information to domestic and international shareholders and investors, including financial information such as operating results and financial statements, Management Discussion and Analysis (MD&A), and the company's future strategies and trends, ensuring consistent, equitable, and complete disclosure of factual information.

7.5 Promoting the use of information technology for data dissemination.

- In addition to disseminating information according to prescribed criteria and through the channels of the Stock Exchange of Thailand, the company discloses information on its website in both Thai and English and ensures that the information is regularly updated.

Principle 8 Supporting shareholder engagement and communication.

8.1 Ensuring that shareholders participate in important company decisions.

- The company supports all shareholders in receiving fundamental rights, including the right to receive dividends, the right to receive sufficient and timely information in a format suitable for decision-making, the right to attend and vote at shareholders' meetings, and other legal rights of shareholders.

- The Board of Directors ensures that important company matters are considered by shareholders at shareholders' meetings, strictly adhering to laws and company regulations.

- The Board of Directors ensures that the notice of the shareholders' meeting contains accurate, complete, and sufficient information for shareholders to exercise their rights and is sent to shareholders within the legally prescribed time.

- The company prepares shareholders' meeting documents in both Thai and English.

8.2 Ensuring that the proceedings of the shareholders' meeting are orderly, transparent, efficient, and facilitate shareholders in exercising their rights.

- The Board of Directors will determine the date, time, and venue of the meeting, taking into account convenience, by holding meetings during business hours and selecting meeting methods that are easily accessible to shareholders.

- The company has a policy to promote and facilitate shareholders and investors to attend shareholders' meetings and will provide opportunities for shareholders who cannot attend in person to appoint another person or an independent director as their proxy to attend and vote on their behalf.

- The Board of Directors will ensure that no actions are taken to unduly restrict meeting opportunities or burden shareholders, such as not requiring shareholders or proxies to present identification documents or evidence beyond what is stipulated in the guidelines of relevant regulatory bodies.

- The company will utilize technology for shareholders' meetings, including shareholder registration, vote counting, and result display, to ensure quick, accurate, and precise meeting proceedings.

- The Chairman of the Board of Directors will preside over the shareholders' meeting, responsible for ensuring that the meeting complies with laws, relevant regulations, and company articles of association, allocating appropriate time for each agenda item specified in the notice of meeting, and providing shareholders with full opportunities to express opinions and ask questions related to the company during the meeting.

- Before the meeting begins, shareholders will be informed of the number and proportion of shareholders attending in person and by proxy, the meeting procedures, voting methods, and vote counting.

- During the election of company directors, separate votes will be cast for each nominee.
- The company will disclose the voting results, separated into "for," "against," and "abstain" votes for each agenda item, to the meeting and record them in the minutes.

8.3 Ensuring that meeting resolutions are disclosed and shareholders' meeting minutes are prepared accurately and completely.

- The company will disclose the resolutions of the shareholders' meeting along with the voting results on the next business day through the news system of the Stock Exchange of Thailand and on the company's website.
- The company will submit a copy of the shareholders' meeting minutes to the Stock Exchange of Thailand within 14 days from the date of the shareholders' meeting, as required by law.
- The company will prepare shareholders' meeting minutes that fully record information, including the names of directors and executives attending the meeting, the proportion of directors attending, voting and vote-counting methods, meeting resolutions, and voting results (for, against, abstain) for each agenda item, questions and answers during the meeting, as well as the names of questioners and respondents.

6.3.3 Other corporate governance performance and outcomes

The Company's corporate governance assessment results are as follows:

1. Received a 5-star or 'Excellent' rating in the Corporate Governance Report of Thai Listed Companies (CGR) for the year 2025 by the Thai Institute of Directors Association (IOD).
2. Achieved 100 points from the quality assessment of the Annual General Meeting of Shareholders (AGM Checklist) for the year 2025 by the Thai Investors Association.

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

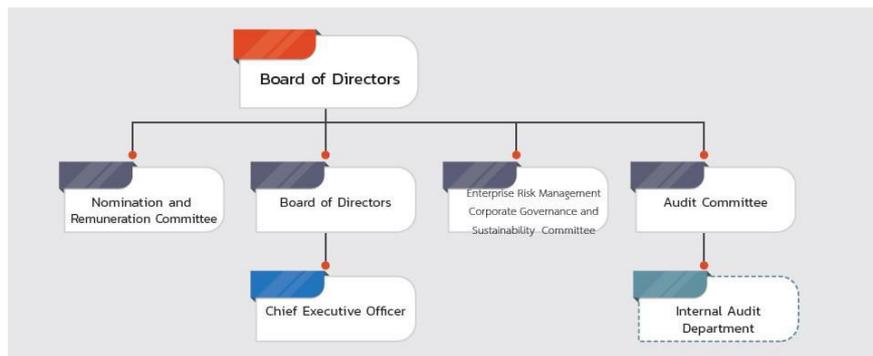
7.1 Corporate governance structure

According to the governance structure dated December 31, 2025, the company is run by a Board of Directors and four committees that help them make important decisions. These committees are the Audit Committee, the Nomination and Remuneration Committee, the Enterprise Risk Management Corporate Governance and Sustainability Committee, and the Executive Committee. The person in charge of the company is the Chief Executive Officer.

Corporate governance structure diagram

Corporate governance structure as of date : 31 December 2025

Corporate governance structure diagram



7.2 Information on the board of directors

7.2.1 Composition of the board of directors

The company has clearly separated the roles, duties, and responsibilities between the Board of Directors and the management. The company's Board of Directors consists of at least 5 directors, with at least one-third of the total number of directors being independent directors, and not less than 3 persons. The Chairman of the Board must be an independent director. The directors comprise individuals with knowledge, abilities, and experience beneficial to the business operations, possessing integrity and business ethics. The Board of Directors holds primary responsibility for making operational decisions that benefit the company, shareholders, and all stakeholders, as well as playing a crucial role in setting the company's vision, mission, goals, and policies, and regularly reviewing the company's key policies and plans annually. It also plays a significant role in selecting, removing, and approving the remuneration of the Chief Executive Officer, as well as overseeing and auditing. As of December 31, 2025, the company's Board of Directors consists of 7 directors, in compliance with relevant laws and the company's articles of association, comprising:

1. Non-executive directors: 4 persons, all of whom are independent directors, accounting for 57.14 percent of the entire Board of Directors.
2. Executive directors: 3 persons, accounting for 42.86 percent of the entire Board of Directors.

with skills aligned with the company's business strategy, as assessed through the Board Skills Matrix, and a diverse range of directors in terms of educational background and work experience, without limiting any other differences.

Among the 7 directors, 4 are independent directors, which is more than half of the total number of directors, with the Chairman of the Board being an independent director. The Board of Directors has assessed the diversity of directors' skills (Board Skill Matrix) that are necessary and appropriate for the business operations, which include skills, knowledge, and expertise essential for business operations, such as in oil business, retail business, energy business, accounting, finance, and legal matters. It should include at least 3 persons with expertise in the company's business and at least 1 person in accounting and finance. Relevant information, details, and director profiles are provided in Annex 1, "Details of Directors, Executives, Controlling Persons, Persons Assigned Highest Responsibility in Accounting and Finance, Persons Directly Responsible for Overseeing Accounting, Company Secretary".

	Number (persons)	Percent (%)
Total directors	7	100.00
Male directors	7	100.00
Female directors	0	0.00
Executive directors	3	42.86
Non-executive directors	4	57.14
Independent directors	4	57.14
Non-executive directors who have no position in independent directors	0	0.00

7.2.2 The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. PORNCHAI CHUNHACHINDA Gender: Male Age : 62 years Highest level of education : Doctoral degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years ^(*) : Doesn't Have DAP course : No DCP course : Yes</p>	<p>Chairman of the board of directors (Non-executive directors, Independent director) Authorized directors as per the company's certificate of registration : No Type of director : Existing director</p>	<p>21 Apr 2023</p>	<p>Finance, Leadership, Governance/ Compliance, Accounting, Audit</p>
<p>2. Mr. WEERAWAT BURAPAPATTANAPONG Gender: Male Age : 42 years Highest level of education : Master's degree Study field of the highest level of education : Master of Public Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesn't Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 7,930,000 Shares (1.934146 %) 	<p>Director (Executive Directors) Authorized directors as per the company's certificate of registration : Yes Type of director : Existing director</p>	<p>21 Apr 2023</p>	<p>Construction Services, Transportation & Logistics, Leadership, Engineering, Energy & Utilities</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. WEERAPHON BURAPAPATTANAPONG Gender: Male Age : 36 years Highest level of education : Bachelor's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesn't Have DAP course : Yes DCP course : No</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 7,930,000 Shares (1.934146 %) 	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>25 Apr 2024</p>	<p>Construction Services, Finance, Energy & Utilities, Transportation & Logistics</p>
<p>4. Dr. CHITRAPONGSE KWANGSUKSTITH Gender: Male Age : 76 years Highest level of education : Doctoral degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years ^(*) : Doesn't Have DAP course : No DCP course : Yes</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	<p>25 Apr 2025</p>	<p>Petrochemicals & Chemicals, Engineering, Energy & Utilities, Banking, Audit</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mr. CHAIYUTH PADUNGSAKSAWASDI</p> <p>Gender: Male</p> <p>Age : 46 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Finance</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>25 Apr 2024</p>	<p>Finance, Audit, Risk Management, Accounting, Finance & Securities</p>
<p>6. Mr. KRIANGSAK TIAWSIRISUP</p> <p>Gender: Male</p> <p>Age : 62 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Computer Engineering</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 3,100,000 Shares (0.756098 %) 	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>25 Apr 2025</p>	<p>Engineering, Information & Communication Technology</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. TASSANU CHUTIKANON</p> <p>Gender: Male</p> <p>Age : 44 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Communication Arts</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 100,000 Shares (0.024390 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	21 Apr 2023	Law, Transportation & Logistics, Audit, Risk Management, Governance/ Compliance

Additional explanation :

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

(1) Dishonest act or gross negligence

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

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

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

Diagram of the board of directors



Board of Directors

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the company's certificate of registration
1. Mr. PORNCHEI CHUNHACHINDA	Chairman of the board of directors		✓	✓		
2. Mr. WEERAWAT BURAPAPATTANA PONG	Director	✓				✓
3. Mr. WEERAPHON BUR APAPATTANAPONG	Director	✓				✓
4. Dr. CHITRAPONGSE KWANGSUKSTITH	Director		✓	✓		
5. Mr. CHAIYUTH PADUNGSAKSAWASDI	Director		✓	✓		
6. Mr. KRIANGSAK TIAWSIRISUP	Director	✓				✓
7. Mr. TASSANU CHUTIKANON	Director		✓	✓		
Total (persons)		3	4	4	0	3

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Banking	1	14.29
2. Finance & Securities	1	14.29
3. Petrochemicals & Chemicals	1	14.29
4. Construction Services	2	28.57
5. Energy & Utilities	3	42.86
6. Transportation & Logistics	3	42.86
7. Information & Communication Technology	1	14.29
8. Law	1	14.29
9. Accounting	2	28.57
10. Finance	3	42.86
11. Engineering	3	42.86
12. Leadership	2	28.57
13. Risk Management	2	28.57
14. Audit	4	57.14
15. Governance/ Compliance	2	28.57

Information about the other directors

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

The chairman of the board is an independent director : Yes

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

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

The company appoints at least one independent director : Yes
to determine the agenda of the board of directors'
meeting

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

The company has clearly delineated the roles, duties, and responsibilities between the Board of Directors and the management. The Board of Directors has performed its duties with integrity, diligence, and prudence, safeguarding the company's interests. The company has explicitly defined the Board of Directors' approval authority for various significant

matters. This is achieved through the charters of the Board of Directors, sub-committees, the Chairman of the Board, and the Chief Executive Officer, which delineate the operational roles and duties, ensuring both collaborative engagement and distinct separation among the Board of Directors, sub-committees, and management to achieve operational clarity.

The measures for balancing the power between the board : Yes

of directors and the Management

Methods of balancing power between the board of : Appointing an independent director to jointly
directors and Management consider the agenda of the board of directors'
meeting

For Board of Directors meetings, it is stipulated that when convening a Board of Directors meeting, the Chairman or an assigned person shall send a notice of meeting to the directors no less than 7 days before the meeting date. However, in urgent and necessary cases, to protect the rights and benefits of the company, the meeting may be notified by other means and scheduled earlier. The notice of meeting should clearly state the agenda items requiring approval, along with complete and clear supporting documents for consideration. Furthermore, the duty to sign the notice of Board of Directors meeting and the minutes of the Board of Directors meeting shall be assigned to the Chairman or the Company Secretary. The duty to sign the notice of Shareholders' meeting shall be assigned to the Chairman.

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

Board charter : Yes

The powers, duties, and responsibilities of the Board of Directors are stipulated by the Public Limited Company Act B.E. 2535 (1992) (including amendments), the Securities and Exchange Act B.E. 2535 (1992) (including amendments), and other relevant laws and regulations, including the company's Articles of Association. In accordance with laws and the company's Articles of Association, the Board of Directors has the authority to make decisions and oversee operations in various matters, except for matters where laws or the company's Articles of Association require the Board of Directors to obtain approval from a shareholders' meeting before proceeding.

1. Define the company's vision, mission, goals, strategies, and policies.
2. Define policies and guidelines for the management to implement both short-term and long-term strategic plans, create clarity regarding the direction of business operations, and serve as a communication tool between the Board of Directors and management. Policies must be reviewed and updated periodically to keep pace with changing circumstances.
3. Define the scope, powers, duties, criteria, and procedures for the removal of the Chief Executive Officer to protect the interests of the company and its shareholders. In the selection process for the Chief Executive Officer, a Nomination and Remuneration Committee has been appointed to perform these duties, including establishing a process for preparing personnel to replace those in key positions who may resign or retire (Succession Plan).

However, the delegation of authority within the scope of duties must not be such that it allows the Chief Executive Officer to consider and approve transactions in which he/she may have a conflict of interest or any other conflict of interest with the company or its subsidiaries (if any), except for the approval of transactions that are in accordance with the policies and criteria already considered and approved by the Board of Directors.

4. Consider appointing sub-committees as appropriate, based on the size and nature of the organization's business, and clearly define the objectives, duties, responsibilities, and powers of such sub-committees.

However, the delegation of authority within the scope of duties must not be such that it allows the various sub-committees to consider and approve transactions in which they may have a conflict of interest or any other conflict of

interest with the company or its subsidiaries (if any), except for the approval of transactions that are in accordance with the policies and criteria already considered and approved by the Board of Directors.

5. Supervise and monitor the company's general operations to ensure compliance with relevant laws, rules, and regulations, as well as to operate according to established goals and plans, in order to effectively monitor and oversee.
6. Establish appropriate and clear risk management systems and tools. Approve the company's risk management action plan prepared by the management, and may assign the management or the Risk Management Committee to perform such duties.
7. Establish effective internal control and internal audit systems, and consider important audit reports from the Audit Committee or internal audit unit, as well as the company's auditors and various consultants. It also has the duty to define guidelines for corrective actions in cases where significant deficiencies are found.
8. Establish a system to ensure that all disclosed information is accurate, complete, and up-to-date.
9. The Board of Directors may appoint one or more directors or other persons to act on behalf of the Board of Directors. Such delegation of authority must not grant the authorized person the power to approve transactions in which such person or a person who may have a conflict of interest or any other conflict of interest with the company or its subsidiaries (if any) is involved.

Except for the following matters, which can only be carried out after obtaining approval from a shareholders' meeting. It is stipulated that for transactions in which a director or a person who may have a conflict of interest, or any other conflict of interest with the company or its subsidiaries (if any), the director with an interest in that matter shall not have the right to vote on that matter.

1. Matters required by law to be resolved by a shareholders' meeting.
2. Transactions in which a director has an interest and which are required by law or Stock Exchange regulations to be approved by a shareholders' meeting.
3. Furthermore, in the following cases, approval must be obtained from the Board of Directors' meeting and the shareholders' meeting with a vote of not less than three-fourths of the total votes of shareholders attending the meeting and having the right to vote.
 - The sale or transfer of all or a significant part of the company's business to another person.
 - Entering into, amending, or terminating contracts related to the lease of all or a significant part of the company's business.
 - The assignment of another person to manage the company's business, or the merger of business with another person with the objective of sharing profits and losses.
 - Issuance of new shares to pay the company's creditors under a debt-to-equity conversion scheme.
 - Reduction of the company's registered capital by reducing the number of shares or reducing the par value of shares.
 - Capital increase, capital reduction, issuance of debentures, merger or dissolution of the company.
 - Any other matters as prescribed by law.

Furthermore, the Board of Directors has the duty to oversee the company's compliance with securities and exchange laws, Stock Exchange regulations, such as related party transactions, acquisition or disposition of assets, in accordance with the rules of the Stock Exchange of Thailand, or announcements of the Securities and Exchange Commission, the Capital Market Supervisory Board, or laws related to the company's business.

10. Consider and screen items that must be submitted for shareholders' approval at the shareholders' meeting.
11. Be responsible for reporting financial and general information to shareholders and general investors accurately, completely, and transparently.
12. Possess a good understanding of financial information and not interfere with the objectives and professional standards of the company's auditors. In the event that the company's auditor is withdrawn or removed, the reasons should be reported to the Securities and Exchange Commission and the Stock Exchange of Thailand.

13. Prepare a report demonstrating the Board of Directors' responsibility for the preparation and disclosure of the company's financial statements, to be presented in the annual report.
14. Disclose compliance with good corporate governance principles as prescribed by the Stock Exchange of Thailand.

7.2.4 Roles and Responsibilities of the Chairman of the Board

The Chairman of the Board plays a crucial role in overseeing and supporting the Board of Directors to fully perform their duties in accordance with the established direction and strategies for the utmost benefit of the company and its shareholders. The Chairman of the Board acts as the leader of the Board of Directors. The duties of the Chairman of the Board include:

1. Oversee the overall strategy and company trends to ensure compliance with laws, both in terms of government agency regulations and company regulations, as well as resolutions of shareholders' meetings.
2. Establish a system for continuous monitoring, supervision, and evaluation of the company's performance to ensure compliance with policies.
3. Promote compliance with the company's corporate governance, social, and environmental responsibility policies, and foster ethical conduct among personnel at all levels.
4. Support and encourage all directors to participate in training and development programs to enhance their skills and knowledge in various areas beneficial to their duties as directors at reputable and recognized institutions, such as the Thai Institute of Directors Association and the Stock Exchange of Thailand, etc.
5. The Chairman of the Board shall convene Board meetings. For such meetings, the Chairman or a delegated person shall send a notice of meeting to directors at least 7 days prior to the meeting date, except in urgent cases. Directors, two or more, may request a Board meeting. In such cases, the Chairman shall set the date and convene the meeting within 14 days. If the Chairman is unable to perform his duties, two or more directors shall jointly convene the meeting.
6. To chair meetings and attend all meetings to ensure the efficient conduct of Board meetings, including encouraging all directors to express their opinions. Management is appropriately delegated with organizational management authority. Ensure that all directors receive accurate, timely, and clear company information for decision-making, which will lead to the company's efficient success.
7. To chair all shareholders' meetings and assign a person to oversee the shareholders' meetings to ensure compliance with laws and regulations. Also, ensure that all directors attend the shareholders' meetings together, providing shareholders with full opportunities to exercise their rights at the shareholders' meeting, including attending and casting votes, asking questions, or requesting further clarification.

7.2.5 Directors authorized to sign on behalf of the company

Directors authorized to sign on behalf of the company include Mr. Veerawat Burapapatanapong / Mr. Veerapol Burapapatanapong / Mr. Kriangsak Tiaosirithap. Any two out of three directors shall sign and affix the company's seal.

7.2.6 Information on the Board of Directors of subsidiaries

The company has 1 subsidiary, Hydrogenius Co., Ltd., comprising 4 directors as follows:

1. Mr. Weeraphon Burapapattanapong, Company Representative or
2. Mr. Ratchavit Yooyuen, Company Representative or
3. Miss Pattaya Ngowsakul, Company Representative or
4. Mr. Seksit Boonnuang

The Board of Directors has appointed Mr. Weeraphon Burapapattanapong, a representative of the company, as the Chairman of the Board of Directors of the subsidiary, and has defined the authority of the subsidiary's directors as follows: "Mr. VWeeraphon Burapapattanapong shall sign jointly with one other director, totaling two signatures, and affix the company's seal."

7.3 Information on subcommittees

7.3.1 Information on roles of subcommittees

On December 31, 2025, the company has 4 sub-committees, which are the Audit Committee, Nomination and Remuneration Committee, Enterprise Risk Management Corporate Governance and Sustainability Committee and Executive Committee.

Each sub-committee has a charter that has been approved by the Board of Directors which outlines their mission, composition, qualifications, term of office and responsibilities. The charter is reviewed as appropriate. The sub-committees are required to report on their performance to the Board of Directors for acknowledgement.

Roles of subcommittees

Audit Committee

Role

- Audit of financial statements and internal controls

Scope of authorities, role, and duties

The responsibilities of the Audit Committee include reviewing the quality and reliability of the accounting system, audit system, internal control system, and auditing system, as well as the company's financial reporting process.

Reference link for the charter

<https://www.premiertankcorp.com/uploads/files/1677742570-NhHYw.pdf>

Executive Committee

Role

- Others
 - Operate and manage the business of the company in accordance with the objectives, regulations, policies, rules, requirements, orders, and resolutions of the Board of Directors' meeting and/or the resolutions of the shareholders' meeting of the company.
 - Determine strategies, business plans, annual budgets, and company investments, including the management structure. The approval and management authority of the company are proposed to the Board of Directors for approval.
 - Consider and filter all types of work such as proposals of lines/departments and policy, goals, strategies, business operations of the company, investments, business expansions, and budgets in order to be presented to the Board of Directors for consideration and approval, except for the work under the responsibility and/or authority of other sub-committees of the Company who will screen and present directly to the Board of Directors.
 - Audit, follow up on, and implement the policies and guidelines for management in various aspects of the company as assigned by the Board of Directors.
 - Supervise and give advice, including advice on policies, strategies, goals, operational plans, annual budget reports to executives, and reports on the performance of the company and its subsidiaries to the Board of Directors for acknowledgment.
 - Consider approving and proceeding with matters related to the Company's business in accordance with the Company's regulations.

- Consider and approve the action plans of each department of the company, and consider approving requests from various departments of the company that are beyond the authority of that department.
- Consider approving financial transactions with banks or financial institutions to support normal business operations such as opening a bank account, closing a bank account, taking out a loan, lending, obtaining a credit limit, pledging, mortgages, guarantees, and others, including trading and registering ownership of any land for normal business operations according to the approval authority given by the Board of Directors.
- Approve the appointment of foreign consultants and any other matters necessary for the operation of the business according to the approval authority given by the Board of Directors.
- Report operation's performance within the deadline to the Board of Directors .
- Perform other tasks as assigned by the Board of Directors.

Scope of authorities, role, and duties

The Board of Directors, therefore, appoints the Executive Committee to manage the company's operations and monitor and screen important matters before proposing them to The Board of Directors for further consideration as well as obligate duties as assigned by The Board of Directors in order to conduct business according to the objectives of the company.

Reference link for the charter

-

Enterprise Risk Management Corporate Governance and Sustainability Committee

Role

- Risk management
- Corporate governance
- Sustainability development

Scope of authorities, role, and duties

Attachment 5 Corporate Governance Policy and Practices and Business Ethics and Code of Conduct at Work

Reference link for the charter

-

Nominating and Remuneration Committee

Role

- Director and executive nomination
- Remuneration

Scope of authorities, role, and duties

Attachment 5 Corporate Governance Policy and Practices and Business Ethics and Code of Conduct at Work

Reference link for the charter

<https://www.premiertankcorp.com/uploads/files/1699589107-trEA3.pdf>

7.3.2 Information on each subcommittee

List of audit committee

The Board of Directors has appointed the Audit Committee to assist them in performing their duties. The responsibilities of the Audit Committee include reviewing the quality and reliability of the accounting system, audit system, internal control system, and auditing system, as well as the company's financial reporting process.

On December 31, 2025, the Audit Committee is made up of 3 directors, all of whom are independent directors. with Mr. Kunlawit Vasiksiri as the secretary of the Audit committee. They are as follows:

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. CHAIYUTH PADUNGSAKSAWASDI (*)</p> <p>Gender: Male Age : 46 years Highest level of education : Doctoral degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	<p>Chairman of the audit committee (Non-executive directors, Independent director)</p> <p>Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	29 Apr 2025	Finance, Audit, Risk Management, Accounting, Finance & Securities
<p>2. Dr. CHITRAPONGSE KWANGSUKSTITH</p> <p>Gender: Male Age : 76 years Highest level of education : Doctoral degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No</p>	<p>Member of the audit committee (Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	29 Apr 2025	Petrochemicals & Chemicals, Engineering, Energy & Utilities, Banking, Audit
<p>3. Mr. PORNCHAI CHUNHACHINDA (*)</p> <p>Gender: Male Age : 62 years Highest level of education : Doctoral degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	<p>Member of the audit committee (Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	29 Apr 2025	Finance, Leadership, Governance/ Compliance, Accounting, Audit

Additional explanation :

(*) Directors with expertise in accounting information review

List of executive committee members

The Executive Committee consists of 4 directors, as of December 31, 2025, 5 Executive Committee consisting of Mrs. Kullanit Seeliamngam is the secretary of the Executive Committee.

List of directors	Position	Appointment date of executive committee member
<p>1. Mr. WEERAWAT BURAPAPATTANAPONG Gender: Male Age : 42 years Highest level of education : Master's degree Study field of the highest level of education : Master of Public Administration Thai nationality : Yes Residence in Thailand : Yes</p>	<p>The chairman of the executive committee</p>	<p>3 Nov 2023</p>
<p>2. Mr. KRIANGSAK TIAWSIRISUP Gender: Male Age : 62 years Highest level of education : Bachelor's degree Study field of the highest level of education : Computer Engineering Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>3 Nov 2023</p>
<p>3. Mr. WEERAPHON BURAPAPATTANAPONG Gender: Male Age : 36 years Highest level of education : Bachelor's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>3 Nov 2023</p>
<p>4. Ms. phattaya Ngowsagkul Gender: Female Age : 48 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>3 Nov 2023</p>

Other Subcommittees

The Enterprise Risk Management Corporate Governance and Sustainability Committee perform duties as assigned by the Board of Directors and consist of 6 members, with an outsider appointed by the director acting as the Chairman of the Risk Management Committee. There is 1 independent director, 3 executive directors, and 1 executive. As of December 31, 2025, Mrs. Kullanit Seeliamngam is the secretary of the Enterprise Risk Management Committee, the Risk Management Committee consist of:

Subcommittee name	Name list	Position
Enterprise Risk Management Corporate Governance and Sustainability Committee	Assoc. Prof. Sukkakom Maneenop	The chairman of the subcommittee
	Mr. WEERAWAT BURAPAPATTANAPONG	Member of the subcommittee
	Mr. KRIANGSAK TIAWSIRISUP	Member of the subcommittee
	Mr. TASSANU CHUTIKANON	Member of the subcommittee (Independent director)
	Ms. phattaya Ngowsagkul	Member of the subcommittee
	Mr. WEERAPHON BURAPAPATTANAPONG	Member of the subcommittee
Nominating and Remuneration Committee	Dr. CHITRAPONGSE KWANGSUKSTITH	The chairman of the subcommittee (Independent director)
	Mr. TASSANU CHUTIKANON	Member of the subcommittee (Independent director)
	Mr. WEERAWAT BURAPAPATTANAPONG	Member of the subcommittee

7.4 Information on the executives

As of December 31, 2025, the Company's executives, as defined as "executives," according to SEC Notification No. Kor Jor. 17/2551 regarding the determination of definitions in the announcements concerning the securities issuing and offering (including any amendments), are 6 persons as follows:

In this regard, for information and relevant details about the executives of the Company see Attachment 1 (details about directors, executives, controlling

7.4.1 List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise
<p>1. Mr. WEERAWAT BURAPAPATTANAPONG Gender: Male Age : 42 years Highest level of education : Master's degree Study field of the highest level of education : Master of Public Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>CHIEF EXECUTIVE OFFICER (The highest-ranking executive)</p>	<p>1 Nov 2018</p>	<p>Construction Services, Transportation & Logistics, Leadership, Engineering, Energy & Utilities</p>
<p>2. Mr. KRIANGSAK TIAWSIRISUP Gender: Male Age : 62 years Highest level of education : Bachelor's degree Study field of the highest level of education : Computer Engineering Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Chief Operating Officer</p>	<p>13 Dec 2013</p>	<p>Engineering, Information & Communication Technology</p>

List of executives	Position	First appointment date	Skills and expertise
<p>3. Mr. WEERAPHON BURAPAPATTANAPONG</p> <p>Gender: Male</p> <p>Age : 36 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Finance</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Chief Marketing and Corporate Strategy Officer	1 Nov 2018	Construction Services, Finance, Energy & Utilities, Transportation & Logistics
<p>4. Ms. phattaya Ngowsagkul^{(*)(**)}</p> <p>Gender: Female</p> <p>Age : 48 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : Yes</p> <p>Accounting supervisor : Yes</p>	Chief Accounting and Financial Officer	5 Apr 2019	Accounting
<p>5. Mr. Kumpol Aeaktanapongsakorn</p> <p>Gender: Male</p> <p>Age : 48 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Management</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Department Manager of Khon Kaen Depot	1 Jun 2019	Energy & Utilities

List of executives	Position	First appointment date	Skills and expertise
6. Ms. Nusaba Narknawa ^(**) Gender: Female Age : 33 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : Yes	Accounting Manager	3 Apr 2023	Accounting

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

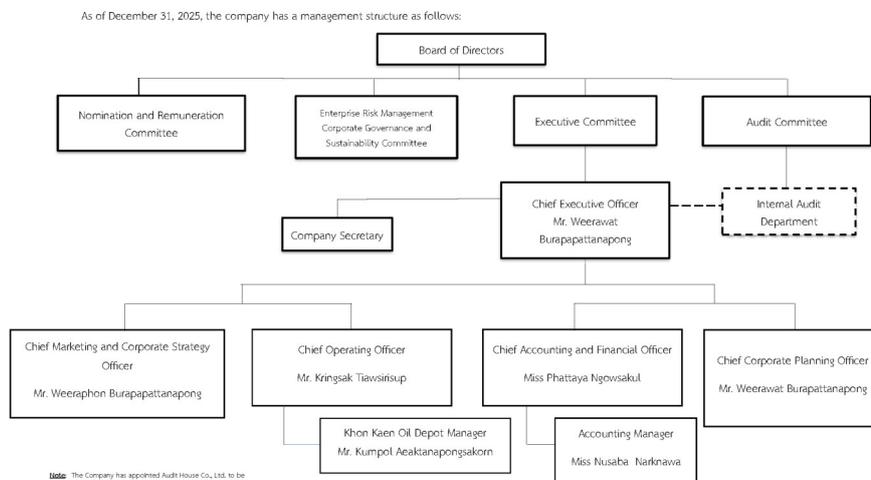
(**) Accounting supervisor

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

Organization structure diagram of the highest-ranking executive and the next four executives

Organization structure of the highest-ranking executive and : 31 Dec 2025
the next four executives as of date

Organization structure diagram of the highest-ranking executive and the next four executives from the top executive



7.4.2 Remuneration policy for executive directors and executives

The Policy and How to Set the Remuneration and the Structure of the Remuneration of the Directors and the Structure of the Remuneration of Directors and Executives

The Company recognizes the importance of the roles, duties, and responsibilities of the board of directors, sub-committees, and the chief executive officer, who are key people in operating the business to achieve its objectives or goals and grow steadily and sustainably. The board should consist of directors with diverse qualifications in terms of skills, experience, and specific abilities that are beneficial to the company. Including devoting time and effort to perform duties when the position of director becomes vacant. The Company has established a policy on nomination and remuneration where the Board of Directors has assigned the Nomination and Remuneration Committee responsibility for determining remuneration as follows:

- 1) Consider forms and criteria for appropriate remuneration for directors and the Chief Executive Officer. This is to make the form and payment criteria appropriate.
- 2) Consider criteria for evaluating the chief executive officer or deputy chief executive officer and present them to the board of directors for approval.
- 3) Directors' remuneration should be provided in a manner comparable to their industry practice, experience, obligations, and scope of roles and responsibilities. Including benefits expected from each director who is assigned more duties and responsibilities, such as being members of sub-committees who should receive appropriate additional compensation, etc.
- 4) To determine the annual remuneration of directors by considering the results of the performance assessment of directors by including them in the agenda of the meeting and requesting approval at the Annual General Meeting of ordinary shareholders.
- 5) Consider the conditions and details of the offer for the sale of new securities or warrants to purchase shares to directors and employees (if any).

Does the board of directors or the remuneration : Have
committee have an opinion on the remuneration policy
for executive directors and executives

Board of Directors and Managements Remuneration of the Company

- (1) Board Remuneration
 - a. Monetary Compensation

The company has set remuneration for directors and executives at an appropriate level and at a rate that is sufficient for retaining quality directors and executives without excessive remuneration and at a level that is comparable to companies in the same industry group. In the 2025 Annual General Meeting of Shareholders held on April 25, 2025, the remuneration for the Board of Directors was determined. and sub-committees It is the meeting allowance paid per hour. The details are as follows:

7.4.3 Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	14,571,605.33	15,011,043.33	14,717,506.00
Total remuneration of executives (baht)	14,571,605.33	15,011,043.33	14,717,506.00

the Company pays remuneration to executives as Salary and Bonus.

Other remunerations of executive directors and executives

	2023	2024	2025
Company’s contribution to provident fund for executive directors and executives (Baht)	387,947.04	547,081.12	574,656.00
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

The company contributes to the social security fund for executives and the Company has provided a provident fund for executives, to which it has contributed 2 percent of their salaries since January 1, 2019. The company has paid a contribution to the provident fund for executives.

Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive : 0.00

directors and executives in the past year

Estimated remuneration of executive directors and : 0.00

executives in the current year

7.5 Information on employees

Information on the company's employees

Significant labor disputes over the past 3 years

-None-

Personnel Development Policy

The company has a policy to promote the development of knowledge, abilities, skills, and potential for directors, executives, and employees at all levels for career advancement. The company supports training and seminars, both internal and external, as appropriate and necessary according to the situation, to meet business needs and align with the company's strategies and business operational guidelines, and to achieve the organization's goals sustainably. The company prepares an annual plan and budget for personnel training and development by surveying employee training needs by department, combined with the requests of supervisors, to obtain the most accurate and necessary information.

In 2025, the company's employees participated in various training courses, including Introduction to Anti-corruption, ESG Internal Audit, and Technical Safety Officer, among others. Approximately 46 employees participated throughout the year. These employees are able to apply the knowledge gained from the training to their actual work.

Employee engagement assessment

Annually, the company conducts an employee satisfaction survey. The objective is to measure employee satisfaction, and the collected data is then analyzed to identify areas for improvement, correction, and further development of the company. The employee satisfaction survey consists of 5 topics: 1) Achievement, 2) Nature of current responsibilities, 3) Work environment, 4) Relationships with colleagues, and 5) Supervision and management. In 2025, the average satisfaction score across all topics was at the "Very Satisfied" level, which met the company's annual target.

The company assesses employee dissatisfaction by evaluating statistics on employee resignations and surveying the reasons for their departures, to estimate the number of employees who are dissatisfied with working for the company. The statistics for 2025 are as follows:

Employees

	2023	2024	2025
Total employees (persons)	78	75	46
Male employees (persons)	55	53	33
Female employees (persons)	23	22	13

Number of employees by position and department

Number of male employees by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	47	45	25
Total number of male employees in management level (Persons)	5	5	5
Total number of male employees in executive level (Persons)	3	3	3

Number of female employees by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	18	17	9
Total number of female employees in management level (Persons)	4	4	3
Total number of female employees in executive level (Persons)	1	1	1

Number of employees categorized by department over the past year

Department / Line of work / Unit / Business group	Number of employees (persons)
Head Office	15
Khon Kaen Oil Depot	31
Total number of employees	46

Significant changes in the number of employees

Significant changes in number of employees over the past : Yes

3 Years

In 2025, the company underwent an organizational restructuring following the termination of the Sisaket oil depot operation contract. This involved a reduction in the number of employees, with severance pay provided in accordance with labor laws in May. This was a one-time expense, aimed at enhancing operational flexibility and accommodating business changes.

Information on employee remuneration

The company has a policy of providing fair and competitive compensation in the market, as well as fostering job security and equitable career advancement opportunities. Furthermore, the company provides various benefits for its employees as required by law, such as social security, and beyond legal requirements, such as a provident fund, various allowances such as fuel allowance, travel allowance, financial assistance in case of death of a parent, child, or employee, get-well baskets for sick employees, scholarships for employees, and scholarships for employees' children, among others.

In 2025, the company paid a total compensation of 32,244,050.25 Baht to its employees. The ratio of compensation for female employees to male employees was 2:1. This compensation included salaries, bonuses, overtime pay, provident fund contributions, and various benefits such as company-paid social security, clothing allowances, marriage welfare assistance, ordination assistance, and funeral assistance.

Employee remuneration

	2023	2024	2025
Total employee remuneration (baht)	36,768,358.96	37,003,613.05	32,244,050.25
Total male employee remuneration (Baht)	25,441,876.98	25,667,968.96	22,551,301.54
Total female employee remuneration (Baht)	11,326,481.98	11,335,644.09	9,692,748.71

Information on provident fund management

Provident fund management policy

The Company established a provident fund effective January 1, 2019, with SCB Asset Management Co., Ltd. In 2025, the Company changed its asset management company to K Master Pool Fund, with the objective of boosting employee morale and motivation and encouraging employees to work with the Company long-term.

Provident fund management policy : No

Overview of methods for determining employee and employer contribution Rates

Implementation of Investment Governance Code for : No

Institutional Investors ("I Code") by Company's Provident
Fund Committee

Participation in provident fund membership (PVD)

Details of provident fund participation (PVD)

Number of employees eligible to participate in PVD

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	78	75	46
Number of employees joining in PVD (persons)	57	42	31
Total amount of provident fund contributed by the company (%)	73.08	56.00	67.39
Number of PVD members / Total eligible employees (%)	73.08	56.00	67.39

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	344,462.44	929,222.05	835,836.50
Total amount of provident fund contributed by employee (baht)	2,710,391.11	2,644,078.51	2,279,287.48

Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
PREMIER TANK CORPORATION PUBLIC COMPANY LIMITED	Yes	46.00	46.00	31.00	67.39%	67.39%

Policy and guidelines on promoting savings through the provident fund for non-participating employees

7.6 Other significant information

7.6.1 Assigned person

Ms. Phattaya Ngowsakul, Chief Financial Officer, is the person assigned to be solely responsible for supervising the accounting. She is responsible for supervising the accounting transactions and payments of the company to ensure they are efficient and in accordance with regulations and accounting standards. The relevant information and details of the person assigned to be solely responsible for supervising the accounting.

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. Pattaya Ngowsakul	phattaya.n@premiertankcorp.com	02-318-4013

List of the company secretary

The Board of Directors' Meeting No. 3/2562 held on May 13, 2019 resolved to appoint Mrs. Kullanit Seeliamngam as Company Secretary, which is effective May 13, 2019. She has duties and responsibilities as specified in Section 89/15 of the Securities and Exchange Act of 1934, has a degree in accounting, and has attended important training courses that are beneficial to the performance of Company secretary duties.

General information	Email	Telephone number
1. Mrs. kullanit seeliamngam	kullanit.s@premiertankcorp.com	02-318-4013

List of the head of internal audit or outsourced internal auditor

The Company has a policy to hire an internal auditor who is an external person (an "outsourcer"). In the Audit Committee Meeting No. 4/2025 and the Board of Directors Meeting No. 4/2025 held on November 13, 2025, it was resolved to hire the company. Audit House Co., Ltd. is the internal auditor of the company for the year 2026 respectively. Audit House Co., Ltd. has assigned Mr. Thana Wongsangnak the position of managing director, who is the main person responsible for the performance of the company's internal auditors.

General information	Email	Telephone number
1. Mr. Thana Wongsangnak	audit19@hotmail.com	02 – 530 – 6887 -90

List of the head of the compliance unit

General information	Email	Telephone number
1. Mrs. kullanit seeliamngam	kullanit.s@premiertankcorp.com	02-318-4013

7.6.2 Head of investor relations

Does the Company have an appointed head of investor : Yes
relations

List of the head of investor relations

To disclose important information accurately, promptly, and transparently, the Board of Directors has appointed Ms. Pattaya Ngowsakul to the position of investor relations, to perform duties as follows:

1. Supervise and control the preparation of documents to report information to the regulators, namely the Stock Exchange of Thailand and the Office of the Securities and Exchange Commission (SEC), as required by law, such as earnings report information.
2. Coordinate with executives, shareholders, financial advisors, legal advisors, SET, and the Office of the Securities and Exchange Commission (SEC) in reporting information.
3. Supervise the reporting of necessary information to the Stock Exchange of Thailand and the Office of the Securities and Exchange Commission (SEC).
4. Manage to have a communication channel between shareholders and investors and supervise information disclosure and news about earnings and changes at the Company to create a good image for the organization.
5. Coordinate, prepare, and manage investor relations events and company visits, company performance announcements (Opportunity Day), and arrangements for executives to meet with analysts.

General information	Email	Telephone number
1. Ms. Pattaya Ngowsakul	investor_relation@premiertankcorp.com	02-318-4013

7.6.3 Company's auditor

Details of the company's auditor ⁽¹⁾

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
D I A INTERNATIONAL AUDITING COMPANY LIMITED 316/32 SOI SUKHUMVIT 22 KHLONG TOEI KHLONG TOEI Bangkok 10110 Telephone +66 2259 5300-2	1,005,000.00	-	1. Mrs. SUVIMOL CHRITYAKIERNE Email: suvimol@diaaudit.com License number: 2982 2. Ms. SOMJINTANA PHOLHIRUNRAT Email: somjintana@diaaudit.com License number: 5599 3. Ms. KAMOLMETT CHRITYAKIERNE Email: kamolmett@diaaudit.com License number: 10435

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
			4. Mr. WIROTE SATJATHAMNUKUL Email: wirote@diaaudit.com License number: 5128

Remark : ⁽¹⁾ The audit fee shown is the audit fee of the Company and subsidiaries.

7.6.4 Assigned personnel in case of a foreign company

Does the company have any individual assigned to be : No
 representatives in Thailand

List of designated individuals as representatives in Thailand

8. Report on key operating results on corporate governance

8.1 Summary of duty performance of the board of directors over the past year

Summary of duty performance of the board of directors over the past year

The Company has established a corporate governance policy under the regulations of the Stock Exchange of Thailand, including aligning it with the good corporate governance principles for listed companies 2007 (CG Code) issued by the Office of the Securities and Exchange Commission. This policy serves as a guideline for the Board of Directors, executives, and employees in conducting business. The Company also mandates an annual review of its policies and practices to adapt to changes that may arise from business operations, the environment, circumstances, or laws. Details are available on the Company's website at www.premiertankcorp.com under the Corporate Governance section.

The Board of Directors is responsible for overseeing the management to ensure that their work aligns with the established goals, strategies, and plans to maximize the Company's benefits.

In 2025, the Board of Directors reviewed the corporate governance policy, including monitoring compliance with the policy and best practices. The Board also communicated the corporate governance policy and practices to all employees through internal information systems. The Company has established policies, directions, and business strategies, including reviewing business objectives and financial and non-financial business plans. Additionally, the Board of Directors has considered and screened various plans, prioritizing the interests of shareholders and the Company.

8.1.1 Selection, development and evaluation of duty performance of the board of directors

In considering the selection of directors and senior executives, the Board of Directors has assigned the Nomination and Remuneration Committee, which consists of two independent directors out of three, to be responsible for the recruitment, selection, and screening of qualified individuals to serve as directors. This ensures that the directors possess the knowledge, abilities, professionalism, and diversity appropriate for the structure, size, and composition of the Board. The Committee then submits its recommendations to the Board of Directors for approval before presenting the list of candidates to the shareholders' meeting for election according to the following criteria:

Director Recruitment

The selection criteria are based on the qualifications stipulated in Section 68 of the Public Limited Companies Act B.E. 2535 and the Notification of the Board of the Securities and Exchange Commission (Notification of the Capital Market Supervisory Board No. TorJor. 39/2559 Re: Application for Permission and Permission to Offer Newly Issued Shares) and/or relevant laws. In addition, the Company's directors must not possess any prohibited characteristics according to the Securities and Exchange Act or the criteria set by the SEC Office. They must also not exhibit any characteristics that indicate a lack of suitability to be entrusted with the management of a company with public shareholders as determined by the SEC Office (according to the Notification of the SEC Board No. KorJor. 3/2560 Re: Determination of Lack of Reliability of Directors and Executives of Companies).

In voting for the election of directors, the Company allows shareholders to vote for the appointment of directors to replace retiring directors by voting for each director individually. Shareholders may cast all of their votes for each nominated director. The outcome of the vote must receive a majority of the total votes of the shareholders present at the meeting and entitled to vote.

In 2025, no shareholder-nominated candidates were submitted to the Nomination and Remuneration Committee. Therefore, the Nomination and Remuneration Committee considered the retiring directors proposed at the 2025 Annual

General Meeting of Shareholders. The Committee considered the elements of the Nomination and Remuneration Policy and screened the qualifications of each director in various aspects, including knowledge, ability, and experience that would be beneficial to the Company's business operations. The Committee also ensured that the candidates have no legal disputes, have never been dismissed or removed from office for fraud, and have never been imprisoned for offenses related to fraud. The Committee also considered the remuneration of the Board of Directors at the 2025 Annual General Meeting of Shareholders on April 25, 2025, which was approved by the meeting's resolution.

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
1. Mr. WEERAPHON BURAPAPATTANAPONG	Director (Executive Directors)	25 Apr 2024	Construction Services, Finance, Energy & Utilities, Transportation & Logistics
2. Mr. CHAIYUTH PADUNGSAKSAWASDI	Director (Non-executive directors, Independent director)	25 Apr 2024	Finance, Audit, Risk Management, Accounting, Finance & Securities

Selection of independent directors

Criteria for selecting independent directors

Composition and Appointment of Independent Directors

In selecting and proposing the appointment of independent directors, the number of independent directors on the Board of Directors shall be considered. The independent directors must constitute at least one-third of the total number of directors of the company and shall be in accordance with the qualifications of independent directors.

Qualifications of Independent Directors

Qualifications of persons to serve as independent directors are considered based on the qualifications and prohibited characteristics of directors under the Public Limited Company Act, the Securities and Exchange Act, the notifications of the Securities and Exchange Commission, the notifications of the Capital Market Supervisory Board, the notifications of the Stock Exchange of Thailand, as well as relevant announcements, regulations, and/or rules. In addition, the Board of Directors will consider selecting independent directors from qualified individuals with work experience and other appropriate qualifications. The company aims to appoint at least one-third of the total number of directors of the company as independent directors, but not less than three, with the following qualifications:

1. Hold not more than one percent of the total voting shares of the company, its parent company, subsidiary, affiliated company, or any juristic person that may have a conflict of interest. This includes the shareholding of the related persons of such independent director.

2. Not be or have been a director, executive, employee, salaried consultant, or controlling person of the company, its parent company, subsidiary, affiliated company, or any juristic person that may have a conflict of interest, unless such person has ceased to hold such position for at least two years prior to assuming the position.
3. Not be a person who has a blood relationship or a relationship by registration under the law as a father, mother, spouse, sibling, child, including the spouse of a child, of an executive, a major shareholder, a controlling person, or a person who will be proposed to be an executive or a controlling person of the company, its subsidiary, or affiliated company.
4. Have no or have had no business relationship with the company, its parent company, subsidiary, affiliated company, or any juristic person that may have a conflict of interest in a manner that may hinder the independent director's independent judgment, including not being or having been a major shareholder, a non-independent director, or an executive of a person who has a business relationship with the company, its parent company, subsidiary, affiliated company, or any juristic person that may have a conflict of interest, unless such person has ceased to hold such position for at least two years prior to assuming the position. The business relationship under clause (4), paragraph 1, includes conducting ordinary trade or business, leasing or subleasing of immovable property, transactions relating to assets or services, or the provision or receipt of financial assistance by way of borrowing or lending, guaranteeing, providing assets as security for debts, including other similar acts, which result in the applicant or the counterparty having a liability to pay to the other party of at least three percent of the net tangible assets of the applicant or twenty million baht or more, whichever is lower. The calculation of such liabilities shall be in accordance with the method of calculating the value of connected transactions under the Notification of the Capital Market Supervisory Board Re: Rules on Connected Transactions, mutatis mutandis. However, in considering such liabilities, the liabilities incurred during the one-year period prior to the date of having a business relationship with the same person shall be included.
5. Not be or have been an auditor of the company, its parent company, subsidiary, affiliated company, or any juristic person that may have a conflict of interest, and not be a major shareholder, a non-independent director, an executive, or a managing partner of an audit firm to which the auditor of the company, its parent company, subsidiary, affiliated company, or any juristic person that may have a conflict of interest belongs, unless such person has ceased to hold such position for at least two years prior to assuming the position.
6. Not be or have been a provider of any professional services, including legal or financial advisory services, that receives fees exceeding two million baht per year from the company, its parent company, subsidiary, affiliated company, or any juristic person that may have a conflict of interest. In the case where the professional service provider is a juristic person, this includes being a major shareholder, a non-independent director, an executive, or a managing partner of such professional service provider, unless such person has ceased to hold such position for at least two years prior to assuming the position.
7. Not be a director appointed to represent a director of the company, a major shareholder, or a shareholder who is related to a major shareholder of the company.
8. Have no other characteristics that would prevent them from providing independent opinions on the operations of the company.

After being appointed as an independent director who meets the criteria set forth in (1) to (8), the independent director may be authorized by the Board of Directors to make decisions in the business operations of the company, its parent company, subsidiary, affiliated company, or any juristic person that may have a conflict of interest, by way of a collective decision.

Business or professional relationships of independent directors over the past year

Business or professional relationships of independent : No
directors over the past year

Selection of directors and the highest-ranking executive

Director Selection Criteria

Nomination of New Directors Considered from the following elements:

- 1) Possessing qualifications in accordance with relevant laws and regulations, and the Company's Articles of Association.
- 2) Being a qualified individual with diverse knowledge, abilities, and experience in various professions that are beneficial to the performance of duties as a director.
- 3) Necessity for the missing element in the Board's structure, considering the Skill Matrix, such as engineering, law, finance, accounting, economics, security, and management, to integrate knowledge and abilities that are beneficial to the Company's operations.
- 4) Having any conflict of interest that may arise with the Company.
- 5) Consent from the nominees for consideration.

Nomination of Existing Directors Considered from the following elements:

- 1) Performance in the past year.
- 2) Providing useful suggestions and feedback to the organization.
- 3) Dedication of time to the organization.
- 4) Participation in various activities by each director.

Chief Executive Officer Recruitment

The Nomination and Remuneration Committee is responsible for selecting individuals for the position of Chief Executive Officer. The selection process for vacant positions is based on the following criteria:

- 1) Being a director of the Company in accordance with the Company's Articles of Association.
- 2) Characteristics
 - (a) Having integrity and accountability.
 - (b) Making decisions based on information and reason (Informed judgment).
 - (c) Mature and stable, a good listener, and able to express different opinions independently.
 - (d) Adhering to working with principles.
- 3) Having knowledge and ability in business operations, possessing skills, experience, professionalism, and specific qualifications in various fields that are essential and highly beneficial to the Company's business.
- 4) Meet the qualifications criteria set by the Securities and Exchange Commission and the Stock Exchange of Thailand.
- 5) Experience in energy, petroleum, petrochemical businesses, and corporate management that will enhance the Company's operational efficiency and competitiveness.
- 6) Experience in being an organizational leader with high leadership qualities.
- 7) Recognition from relevant business organizations.
- 8) Approval from the Board of Directors.

Executive Recruitment

The Board of Directors has established a succession planning policy for senior executives, including the positions of Chief Executive Officer, Chief Operating Officer, Chief Strategy Officer, and Chief Financial Officer. The policy outlines clear procedures, with the Nomination and Remuneration Committee responsible for considering and proposing candidates to the Board of Directors for their consideration. The Board of Directors monitors the succession plan annually.

Method for selecting directors and the highest-ranking executive

Method for selecting persons to be appointed as directors : Yes
through the nomination committee

Method for selecting persons to be appointed as the : Yes
highest-ranking executive through the nomination
committee

Rights of minority shareholders on director appointment

Recognizing the importance of shareholder rights and equality in accordance with good corporate governance principles, the Board of Directors of Premier Tank Corporation Public Company Limited (the "Company") has provided an opportunity for the Company's shareholders to propose matters that they deem beneficial to the Company for consideration to be included in the agenda of the shareholders' meeting. This includes providing an opportunity for shareholders to nominate qualified individuals for consideration for election as directors of the Company in advance.

Shareholder Qualifications

A single shareholder or a group of shareholders holding shares and having the right to vote representing not less than 5 percent of the total voting rights of the Company and must have held shares of the Company in the specified proportion continuously until the date of proposing the agenda of the meeting and/or nominating the person, including being able to show supporting documents certifying shareholding.

The Company provided an opportunity for minority shareholders to nominate individuals for consideration for election as directors of the Company during the period from November 15, 2025, to January 15, 2026, through the Stock Exchange of Thailand's news system. The Company also disclosed the guidelines for such process, including the nomination form, on the Company's website for the shareholders' information in advance. As a result, there were no shareholders who nominated individuals for consideration for election as directors of the Company.

Method of director appointment : Method whereby each director requires approval
votes more than half of the votes of attending
shareholders and casting votes

Information on the development of directors

The Board of Directors has a policy to promote and facilitate training and knowledge provision to the Board of Directors and sub-committees. The Company Secretary is assigned to propose a training budget to the Board of Directors. When there are courses deemed important and beneficial to the Directors, such as the Director Accreditation Program organized by the Thai Institute of Directors Association, the Company Secretary will inform the Directors to inquire about their willingness to participate and arrange for training as necessary and appropriate. In addition, when a new Director joins the Board, the Company Secretary will coordinate a meeting between the new Director and the management team to provide information related to the company, including its history, nature of business, shareholding structure and organization, and other necessary matters, as well as conduct a site visit.

For employees, the Chief Executive Officer has assigned the Human Resources Department to survey training needs and allocate an annual budget for training interested employees.

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
<p>1. Mr. PORNCHAI CHUNHACHINDA (Chairman of the board of directors, Independent director)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2024: Risk Management Program for Corporate Leaders (RCL) • 2005: Role of the Chairman Program (RCP) • 2003: Director Certification Program (DCP) <p>Other</p> <ul style="list-style-type: none"> • 2025: Hot Issue for Director (HOT), Class of 1/2525 • 2015: Director Certification Program Update (DCPU), Class of 5/2015 • 2013: Chartered Director Class (CDC), Class of 7/2013 • 2012: The Role of Chairman (RCM), Class of 27/2012 • 2011: Role of Nomination and Compensation Committee (RCC), Class of 12/2011 • 2010: Top Executive Development Program: Capital Market Academy (CMA), Class of 11/2010 • 2005: Audit Committee Program (ACP), Class of 4/2005
<p>2. Mr. WEERAWAT BURAPAPATTANAPONG (Director)</p>	<p>Non-participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2016: Director Certification Program (DCP) • 2015: Director Accreditation Program (DAP) <p>Other</p> <ul style="list-style-type: none"> • 2022: Hot Issue for Directors (HOT 1/2022)

List of directors	Participation in training in the past financial year	History of training participation
3. Mr. WEERAPHON BURAPAPATTANAPONG (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2015: Director Accreditation Program (DAP) Other <ul style="list-style-type: none"> • 2025: Executive Development Program (EDP) • 2025: Executive Development Program (EDP) 2025
4. Dr. CHITRAPONGSE KWANGSUKSTITH (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2004: Director Certification Program (DCP) Other <ul style="list-style-type: none"> • 2010: Roles of Compensation Committee (RCC), Class of 10/2010 • 2004: Finance for Non-Finance Director (FND), Class of 9/2004
5. Mr. CHAIYUTH PADUNGSASAWASDI (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2023: Advanced Audit Committee Program (AACP) • 2017: Director Accreditation Program (DAP)
6. Mr. KRIANGSAK TIAWSIRISUP (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2018: Director Accreditation Program (DAP)
7. Mr. TASSANU CHUTIKANON (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2024: Director Certification Program (DCP) • 2024: The Board's Role in Mergers and Acquisitions (BMA) • 2023: Board Nomination and Compensation Program (BNCP) • 2018: Director Accreditation Program (DAP)

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

Board Performance Evaluation

The Board of Directors has arranged for an annual individual performance evaluation of each director (Director self-Assessment) to allow each director to express their opinions on their performance. This is to help consider the performance, problems, and obstacles encountered during the past year.

Chief Executive Officer (CEO) Performance Evaluation

Evaluation Criteria and Procedures

The Board of Directors has assigned the Nomination and Remuneration Committee to evaluate the performance of the Chief Executive Officer (CEO) annually, at least once a year, on topics such as leadership, strategy setting, strategy

implementation, financial planning and performance, board relations, external relations, work management and employee relations, succession planning, product and service knowledge, and personal attributes. The secretary of the Nomination and Remuneration Committee will send the evaluation form to the Nomination and Remuneration Committee to assess the performance. The evaluation results will be discussed at the Nomination and Remuneration Committee meeting without the presence of interested parties and then submitted to the Board of Directors for further consideration.

Evaluation of the duty performance of the board of directors over the past year

Board of Directors' Evaluation Results

For the year 2025, the Board of Directors' (BOD) self-assessment consists of 6 sections: Section 1: Board Structure and Attributes, Section 2: Roles, Duties, and Responsibilities of the Board, Section 3: Board Meetings, Section 4: Board Performance History, Section 5: Relationship with Management, and Section 6: Director Development. The evaluation results show an average score of 99.48%, which is considered "Excellent". The individual Board member performance evaluation (self-assessment) consists of 5 criteria: Personal Attributes, Readiness to Perform Duties, Meeting Participation, Roles, Duties, and Responsibilities, and Relationships with the Board and Management. The evaluation results show an average score of 99.70%, which is considered "Excellent".

Chief Executive Officer (CEO) Evaluation Results

In 2025, the Nomination and Remuneration Committee reviewed the Chief Executive Officer's performance evaluation based on the aforementioned format and expressed satisfaction with the overall performance. The Committee reported to the Board of Directors at the 4/2025 Board Meeting on November 13, 2025, for consideration of the Chief Executive Officer's performance. The overall performance evaluation score for the Chief Executive Officer in 2025 was 99.38%.

8.1.2 Meeting attendance and remuneration payment to each board member

The Company has scheduled Board of Directors and subcommittee meetings in advance each year. The Company Secretary will set the meeting agenda for the directors to consider on a regular basis at the end of each year so that the directors can allocate their time and attend the meetings. Each director must attend at least 75 percent of all Board of Directors meetings held during the year.

The Company Secretary is responsible for organizing the meeting and sending the notice of meeting, the agenda, and the meeting materials to the directors at least 7 days prior to the meeting date to allow the directors sufficient time to review the information before the meeting, unless there is an urgent need. Each director may request further information from the Company Secretary. The agenda shall clearly state whether the matter is for follow-up, for information, for consideration, or for approval.

The meeting of the Board of Directors shall be deemed a quorum when at least one-half of the total number of directors are present. The Chairman of the Board shall preside over the meeting. In the absence of the Chairman of the Board or if the Chairman of the Board is unable to perform his or her duties, the Vice Chairman of the Board shall preside over the meeting. If there is no Vice Chairman of the Board, or if the Vice Chairman of the Board is absent or unable to perform his or her duties, the directors present at the meeting shall elect one of themselves to preside over the meeting. The Board of Directors may invite subcommittees, executives, external auditors, and internal auditors of the Company to attend the meeting as deemed necessary and appropriate.

Voting shall be by a majority vote of the directors present at the meeting. In the event of a tie vote, the Chairman of the Board shall have an additional casting vote. In the case of a matter relating to any director, the director concerned shall abstain from voting on such matter.

The number of Board of Directors meetings is consistent with the duties and responsibilities of the Board of Directors. In 2025, the Board of Directors held a total of 5 meetings. The information on attendance and remuneration paid to each director is as follows:

Name – Surname	Position	Meeting				AGM in 2025
		Board of Directors' Meeting				
		Total	Manually	Through Electronic Media		
1. Prof. Dr. Pornchai Chunhachinda	Chairman of the Board of Directors/Independent Director/Member of the Audit Committee	5/5	4/5	1/5	1/1	
2. Assoc. Prof. Dr. Chaiyuth Padungsaksawasdi	Independent Director/Chairman of Audit Committee	5/5	4/5	1/5	1/1	
3. Dr. Chitrapongse Kwangsukstith	Independent Director/ Chairman of Nomination and Remuneration Committee/ Member of Audit Committee	5/5	4/5	1/5	1/1	
4. Mr. Tassanu Chutikanon	Independent Director/Member of Nomination and Remuneration Committee/ Member of Enterprise Risk Management Corporate Governance and Sustainability Committee	5/5	1/5	4/5	1/1	
5. Mr. Weerawat Burapattanapong	Director/ Chairman of Executive Director/ Member of Nomination and Remuneration Committee/ Member of Enterprise Risk Management Corporate Governance and Sustainability Committee / Chief Executive Officer/ Acting as the Chief Organizational Planning Officer	5/5	4/5	1/5	1/1	
6. Mr. Weeraphon Burapattanapong	Director/ Member of Executive Committee/ Member of Enterprise Risk Management Corporate Governance and Sustainability Committee / Chief Marketing and Corporate Strategy Officer	5/5	4/5	1/5	1/1	
7. Mr. Kriangsak Tiawsirisap	Director/ Member of Executive Committee/ Member of Enterprise Risk Management Corporate Governance and Sustainability Committee / Chief Operating Officer	5/5	2/5	3/5	1/1	

Meeting attendance of the board of directors

Meeting attendance of the board of directors ⁽¹⁾

The Company has scheduled meetings for the Board of Directors and subcommittees in advance each year. The company secretary will include it as an agenda item for the directors to consider at the end of each year and send out a meeting schedule throughout the following year via e-mail so that directors can allocate their time and attend the meeting. Each director must attend at least 75 percent of all Board meetings held during the year.

The Company Secretary is responsible for organizing the meeting and sending the notice of meeting, meeting agenda, and meeting documents to the directors at least 7 days prior to the meeting date to allow the directors sufficient time to review the information before attending the meeting, unless there is an urgent need. Each director can request further information from the Company Secretary. The agenda will clearly state whether it is a matter of follow-up on operations, for information, for consideration, or for approval.

The quorum of the Board of Directors meeting must have no less than half of the total number of directors to be considered a quorum. The minimum number of quorum at the time the Board of Directors will vote at the meeting

must have no less than 2 out of 3 of the total number of directors. The Chairman of the Board shall act as the chairman of the meeting. In the event that the Chairman of the Board is not present at the meeting or is unable to perform his duties, in the event that there is a Vice Chairman, the Vice Chairman shall be the chairman of the meeting. But if there is no Vice Chairman or if there is one but is not present at the meeting or is unable to perform his duties, the directors who attend the meeting shall elect one director to be the chairman of the meeting. The Board of Directors may invite subcommittees, management, external auditors, and the Company's internal auditors to attend the meeting as necessary and appropriate.

The voting system uses a majority vote, which is a resolution of the meeting. In the event that a majority vote cannot be reached, the Chairman of the Board may cast an additional vote to be the deciding vote. However, in the case of considering matters related to any director, the director who has an interest in such matters must abstain from voting on such matters.

The number of Board of Directors meetings is consistent with the duties and responsibilities of the Board of Directors. In the past year 2025, the Board of Directors held a total of 5 joint meetings. This is to encourage non-executive directors/independent directors to exchange ideas freely, suggest various guidelines in the management of the company without the management. The company secretary has conveyed the opinions received from the meeting to the management for acknowledgement at the Executive Committee meeting for further implementation. The information on attendance and compensation paid to individual directors is as follows.

Number of the board of directors meeting over the past : 5
year (times)

Date of AGM meeting : 25 Apr 2025

EGM meeting : No

Details of the board of directors' meeting attendance

List of directors	Number of Board Meeting			AGM meetings			EGM meetings		
	Meeting attendance (times)	/	Meeting attendance rights (times)	Meeting attendance (times)	/	Meeting attendance rights (times)	Meeting attendance (times)	/	Meeting attendance rights (times)
1. Mr. PORNCHAI CHUNHACHINDA (Chairman of the board of directors, Independent director)	5	/	5	1	/	1	N/A	/	N/A
2. Mr. WEERAWAT BURAPAPATTANAPONG (Director)	5	/	5	1	/	1	N/A	/	N/A
3. Mr. WEERAPHON BURAPAPATTANAPONG (Director)	5	/	5	1	/	1	N/A	/	N/A
4. Dr. CHITRAPONGSE KWANGSUKSTITH (Director, Independent director)	5	/	5	1	/	1	N/A	/	N/A
5. Mr. CHAIYUTH PADUNGSAKSAWASDI (Director, Independent director)	5	/	5	1	/	1	N/A	/	N/A
6. Mr. KRIANGSAK TIAWSIRISUP (Director)	5	/	5	1	/	1	N/A	/	N/A
7. Mr. TASSANU CHUTIKANON (Director, Independent director)	5	/	5	1	/	1	N/A	/	N/A

Summary of the board of directors' meeting attendance rate

List of directors	Board of directors' meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. PORNCHEI CHUNHACHINDA (Chairman of the board of directors, Independent director)	5/5 (100.00%)	1/1 (100.00%)	N/A
2. Mr. WEERAWAT BURAPAPATTANAPONG (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
3. Mr. WEERAPHON BURAPAPATTANAPONG (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
4. Dr. CHITRAPONGSE KWANGSUKSTITH (Director, Independent director)	5/5 (100.00%)	1/1 (100.00%)	N/A
5. Mr. CHAIYUTH PADUNGSAKSAWASDI (Director, Independent director)	5/5 (100.00%)	1/1 (100.00%)	N/A
6. Mr. KRIANGSAK TIAWSIRISUP (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
7. Mr. TASSANU CHUTIKANON (Director, Independent director)	5/5 (100.00%)	1/1 (100.00%)	N/A
Average meeting attendance rate	(100.00%)	100.00%	N/A

Remark : ⁽¹⁾ Was held in Hybrid Meeting (Physical and Electronic) in Company regulations and Recording pursuant to the Royal Decree on Teleconferences through Electronic Means B.E. 2563

Remuneration of the board of directors

Types of remuneration of the board of directors

Board of Directors' Remuneration

a. Cash compensation

The Company has established remuneration for directors and executives at an appropriate level and at a rate sufficient to retain qualified directors and executives without excessive compensation and at a level comparable to companies in the same industry. At the 2025 Annual General Meeting of Shareholders held on April 25, 2025, the remuneration for the Board of Directors and subcommittees was set as a payment of directors' attendance fees per meeting, with details as follows:

Remuneration of the board of directors ⁽²⁾

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
1. Mr. PORNCHAI CHUNHACHINDA (Chairman of the board of directors, Independent director)			560,000.00		0.00
Board of Directors (Chairman of the board of directors)	125,000.00	360,000.00	485,000.00	No	
Audit Committee (Member of the audit committee)	75,000.00	0.00	75,000.00	No	
2. Mr. WEERAWAT BURAPAPATTANAPONG (Director)			0.00		0.00
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	No	
Enterprise Risk Management Corporate Governance and Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Nominating and Remuneration Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
3. Mr. WEERAPHON BURAPAPATTANAPONG (Director)			0.00		0.00
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Enterprise Risk Management Corporate Governance and Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
4. Dr. CHITRAPONGSE KWANGSUKSTITH (Director, Independent director)			392,000.00		0.00
Board of Directors (Director)	85,000.00	200,000.00	285,000.00	No	
Audit Committee (Member of the audit committee)	75,000.00	0.00	75,000.00	No	
Nominating and Remuneration Committee (The chairman of the subcommittee)	32,000.00	0.00	32,000.00	No	
5. Mr. CHAIYUTH PADUNGSAKSAWASDI (Director, Independent director)			420,000.00		0.00

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
Board of Directors (Director)	85,000.00	240,000.00	325,000.00	No	
Audit Committee (Chairman of the audit committee)	95,000.00	0.00	95,000.00	No	
6. Mr. KRIANGSAK TIAWSIRISUP (Director)			0.00		0.00
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Enterprise Risk Management Corporate Governance and Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
7. Mr. TASSANU CHUTIKANON (Director, Independent director)			275,000.00		0.00
Board of Directors (Director)	85,000.00	140,000.00	225,000.00	No	
Nominating and Remuneration Committee (Member of the subcommittee)	20,000.00	0.00	20,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
Enterprise Risk Management Corporate Governance and Sustainability Committee (Member of the subcommittee)	30,000.00	0.00	30,000.00	No	
8. Ms. phattaya Ngowsagkul (Member of the executive committee)			0.00		0.00
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Enterprise Risk Management Corporate Governance and Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
9. Assoc. Prof. Sukkacom Maneenop (The chairman of the subcommittee)			240,000.00		0.00
Enterprise Risk Management Corporate Governance and Sustainability Committee (The chairman of the subcommittee)	60,000.00	180,000.00	240,000.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	380,000.00	940,000.00	1,320,000.00
2. Audit Committee	245,000.00	0.00	245,000.00
3. Executive Committee	0.00	0.00	0.00
4. Enterprise Risk Management Corporate Governance and Sustainability Committee	90,000.00	180,000.00	270,000.00
5. Nominating and Remuneration Committee	52,000.00	0.00	52,000.00

Remark : (2) 1) The Company does not pay remuneration to the Executive Committee.

2) Executive directors are paid a salary and bonus.

Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the board : 0.00

of directors over the past year

(Baht)

8.1.3 Supervision of subsidiaries and associated companies

To enable Premier Tank Corporation Public Company Limited (the “Company”) to expand its business for stable and sustainable growth in the long term, to be able to control and oversee the business and operations of its subsidiaries as if they were one of the Company's departments, and/or to be able to effectively monitor the business operations of its associated companies, the Company has established the following investment and supervision policies for its subsidiaries and associated companies:

1. Investment

The Company's policy is to invest in subsidiaries and associated companies that have the potential to grow and generate good returns on investment, which may be businesses that support the Company's core business or other businesses with future prospects. Such investments must be consistent with the Company's business conditions, strategic plan, and the rules and regulations of the relevant regulatory authorities.

The Company will focus on long-term investments, considering the fundamentals and trends of the businesses in which it invests, and will invest in a significant enough proportion to enable it to participate in the management and direction of the subsidiaries and associated companies, as well as to promote the sustainable growth of the businesses in which it invests.

The Company will consider investments with caution and due diligence by conducting feasibility studies of the investment plan, taking into account risks, returns, the Company's financial liquidity, and the country's economic conditions. The investment plan will be submitted to the Board of Directors for approval. The Company will establish a system to monitor, follow up, and report on investments to the Board of Directors on a regular basis.

2. Supervision of Subsidiaries and Associated Companies

Premier Tank Corporation Public Company Limited (the “Company”) has a policy of supervising the operations of its subsidiaries and associated companies. Therefore, the nomination and exercise of voting rights in appointing directors of

subsidiaries and associated companies must be approved by the Company's Board of Directors. The persons appointed as directors of subsidiaries or associated companies have a duty to act in the best interests of such subsidiaries or associated companies (not in the best interests of the Company). The Company requires that such appointed persons must obtain approval from the Company's Board of Directors before voting or exercising their voting rights on material matters of the subsidiaries and associated companies, which are of the same level of significance as if they were undertaken by the Company itself and would require the approval of the Company's Board of Directors. The appointment of representatives to serve as directors of such subsidiaries and associated companies shall be in accordance with the Company's shareholding proportion and/or the agreements between the shareholders of such subsidiaries and associated companies.

In addition, in the case of subsidiaries, the Company requires that the person appointed by the Company must ensure that the subsidiary complies with the regulations of the Office of the Securities and Exchange Commission and/or the Stock Exchange of Thailand regarding connected transactions, the acquisition or disposal of assets, or any other material transactions of such subsidiaries, and that the principles related to information disclosure and the aforementioned transactions are applied in the same manner as the Company's principles. The appointed person must also ensure that the subsidiary's data and accounting records are maintained in a manner that allows the Company to audit and consolidate them in order to prepare consolidated financial statements within the timeframe stipulated by the Stock Exchange of Thailand.

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : Yes
companies

Mechanism for overseeing subsidiaries and associated : Yes
companies

Mechanism for overseeing management and taking : The appointment of representatives as directors,
responsibility for operations in subsidiaries and associated executives, or controlling persons in proportion to
companies approved by the board of directors shareholding, Disclosure of financial condition and
operating results

In order to protect the interests of the Company, the Company has established a policy for the governance of subsidiaries and associated companies, both directly and indirectly, along with measures to monitor the management of subsidiaries and associated companies, as follows:

1. The Board of Directors shall appoint or nominate persons to be appointed as directors of the subsidiary at least in proportion to the shareholding in such subsidiary, unless there are other legal restrictions or other circumstances as prescribed by the Securities and Exchange Act, the Notification of the Capital Market Supervisory Board, or the regulations of the Stock Exchange of Thailand, to act as representatives in managing the business, setting important policies, and overseeing the business operations of such subsidiaries in accordance with the established policies. The appointment of representatives to the board of directors of associated companies shall be in accordance with the investment agreement in such associated companies. The appointment of the Company's representatives as directors of each subsidiary and associated company must be considered and approved by the Board of Directors, taking into account the appropriateness of each company.
2. The Board of Directors shall oversee the directors of the subsidiary and/or associated company to ensure that they perform their duties and responsibilities in accordance with the law, regulations, and policies of the Company. The Board of Directors shall also ensure that the directors of the subsidiary and/or associated company appointed by the Company attend and vote at meetings of the board of directors of the subsidiary and/or associated company in considering any agenda items that are material to the business operations of the subsidiary and/or associated company.

3. The directors appointed by the Company shall exercise their discretion in voting at meetings of the board of directors of the subsidiary and/or associated company on matters relating to the general management and ordinary course of business of the subsidiary and/or associated company (as the case may be), unless such matters require the approval of the Board of Directors and/or the shareholders' meeting of the Company prior to proceeding, as follows:

3.1 In the event that a subsidiary enters into a transaction with a connected person of the Company or the subsidiary, or a transaction relating to the acquisition or disposal of assets of the subsidiary, where the size of the transaction, when calculated in comparison to the nature and/or size of the Company (using the criteria for calculating the size of the transaction as prescribed in the Notification on Connected Transactions or the Notification on the Acquisition or Disposal of Assets (as the case may be)), falls within the threshold requiring approval from the Board of Directors and/or shareholders of the Company, or approval from relevant authorities under the law prior to entering into the transaction, the subsidiary may only proceed with such transaction or action upon obtaining approval from the Board of Directors and/or the shareholders' meeting of the Company and/or relevant authorities (as the case may be).

3.2 Amending the Articles of Association of the subsidiary in matters that may have a material impact on the financial position and operating results of the subsidiary, including but not limited to amending the Articles of Association of the subsidiary that affect the Company's voting rights at meetings of the board of directors of the subsidiary and/or shareholders' meetings of the subsidiary, or the payment of dividends by the subsidiary.

3.3 If entering into a transaction would have a material impact on the financial position and operating results of the subsidiary, the directors appointed by the Company to hold positions in the subsidiary shall, before voting on the following matters, obtain approval from the Board of Directors on such matters:

(a) The transfer or waiver of benefits, including the waiver of claims against persons who have caused damage to the subsidiary.

(b) The sale or transfer of all or a material part of the business of the subsidiary to another person.

(c) The acquisition or transfer of the business of another company to become a subsidiary.

(i) Entering into, amending, or terminating an agreement for the lease of all or a material part of the business of the subsidiary, or assigning another person to

Managing the business of the subsidiary or merging the subsidiary with another person for the purpose of profit sharing.

(g) The lease of all or any material part of the business or assets of the subsidiary, or the lease of the business or assets to the subsidiary.

(f) The liquidation of the subsidiary.

(h) Borrowing, lending, granting loans, providing guarantees, entering into binding transactions that would increase the financial burden of the subsidiary, or

Providing other financial assistance to other persons in a significant amount that is not in the ordinary course of business of the subsidiary.

(j) Capital increase by issuing new shares of the subsidiary or share allocation, including the reduction of registered capital and/or paid-up capital of the

The subsidiary, which is not in accordance with the original shareholding proportion of the shareholders, or any other action that would result in a change in the proportion of voting rights

The Company's voting rights, both direct and indirect, at the shareholders' meeting of the subsidiary, in any round, are reduced by more than 10%.

of the total voting rights of such subsidiary.

(k) Any other transaction that is not in the ordinary course of business of the subsidiary and has a material impact on the subsidiary.

4. The representatives appointed by the Company to the board of directors of the subsidiary shall have the following duties:

4.1 Disclose information regarding the financial position and operating results, intercompany transactions between the Company and its subsidiaries, as well as the acquisition or disposal of significant assets, to the Company completely, accurately, and within a reasonable timeframe as determined by the Company.

4.2 Disclose and submit to the Board of Directors, within the timeframe specified by the Company, information regarding their own interests, both direct and indirect, and those of their related persons, in any transactions with other businesses that may be reasonably expected to give rise to any other conflict of interest with the Company and its subsidiaries. This information will be used by the Board of Directors in considering and making decisions or granting any approvals, with the primary consideration being the overall benefit of the Company and its subsidiaries.

The directors of the subsidiary appointed by the Company as mentioned above must not participate in approving matters in which they have a conflict of interest.

Provided that, the following acts, which result in a director appointed by the Company, or a person connected with a director appointed by the Company, receiving a financial benefit other than what is normally entitled to, or causing damage to the subsidiary or the Company, shall be presumed to be acts that materially conflict with the interests of the subsidiary:

(a) Transactions between the subsidiary and a director appointed by the Company, or a person connected with a director appointed by the Company, which are not in accordance with the principles of connected transactions.

(b) The use of inside information of the Company and its subsidiaries, unless such information has already been disclosed to the public.

(c) The use of assets or business opportunities of the Company and its subsidiaries in a manner that violates the rules or general practices prescribed by the SEC.

4.3 Report business plans, business expansions, large investment projects, and joint ventures with other operators to the Company through monthly or quarterly performance reports, and clarify or submit supporting documents for consideration in such cases as requested by the Company.

4.4 Clarify and/or submit information or documents related to the operation or any other documents to the Company upon request, as appropriate.

4.5 Ensure that the subsidiary has appropriate, effective, and adequate internal control, risk management, and anti-fraud systems in place to ensure that the operations of the subsidiary comply with the Company's policies, laws, notifications, regulations, and relevant rules of the SEC, the Office of the Securities and Exchange Commission, and the Stock Exchange of Thailand. This includes establishing clear procedures to demonstrate that the subsidiary has adequate systems in place to continuously and reliably disclose material transactions in accordance with the prescribed rules, and providing channels for the Company's Board of Directors to access information from the subsidiary to effectively monitor its performance, financial position, transactions between the subsidiary and its directors, and material transactions of the subsidiary. In addition, a mechanism must be established to audit such systems in the subsidiary, allowing the Company's internal audit team and independent directors to directly access information, and reporting the results of such system audits to the Board of Directors to ensure that the subsidiary consistently operates in accordance with the established systems.

8.1.4 The monitoring of compliance with corporate governance policy and guidelines

The Company places importance on good corporate governance. It has established goals, visions, objectives, policies, and relevant practices in its Corporate Governance Policy, Code of Business Conduct, and Work Ethics, including promoting actual implementation to build confidence among all stakeholders. To support future business growth, the Company has formulated appropriate policies to ensure operational efficiency, including emphasizing employees' understanding of good corporate governance, anti-corruption, conflicts of interest, and the use of inside information for personal gain. It has established measures for reporting clues or complaints, illegal acts, unethical conduct, or behavior that may indicate corruption or misconduct.

In the past year, the Company has monitored the implementation of good corporate governance covering 1) Employee care and non-discrimination, 2) Antitrust and fair competition, 3) Environmental care, occupational health and safety, and 4) Information security. The monitoring results indicate that the Company has fully implemented the guidelines for each issue.

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

Has the company operated in preventing conflicts of : Yes
interest over the past year

The company has established a policy that directors, executives, and employees must perform their duties for the best interests of the company. They must avoid any actions that may conflict with the company's interests, which may arise from 1) Contacting the company's business associates, such as customers, partners, etc. 2) Using the company's opportunities or inside information for personal gain. 3) Entering into transactions with the company. 4) Doing business that competes with the company, etc. In the event that any person has an interest or involvement in the considered transaction, such person must notify the secretary of the meeting of each board of directors who oversees such matters and refrain from considering such transactions.

In 2025, the Company reviewed cases that may have caused conflicts of interest. No issues were found as mentioned. In the past year, the Board of Directors approved the review of the conflict of interest prevention policy at its meeting 3/2025 on August 14, 2025.

Number of cases or issues related to conflict of interest

	2023	2024	2025
Total number of cases or issues related to conflict of interest (cases)	0	0	0

Prevention of the use of inside information to seek benefits

Operations for prevention of the use of inside information to seek benefits over the past year

Has the company operated in preventing the use of inside : Yes
information to seek benefits over the past year

The company oversees the use of inside information in accordance with the law and good corporate governance principles. It has established a written policy on the prevention and control of the use of inside information for personal gain, which has been approved by the Board of Directors and is reviewed annually by the Board of Directors.

In summary, the key policies are as follows:

1) Prohibit directors, executives, employees, and employees of the company who are aware of material inside information that could affect the price of securities from using inside information to buy, sell, transfer, or accept the transfer of securities or futures contracts issued by the company before such information is made public. Especially during the 30 days prior to the company's financial statements or information that could affect the price of securities being released to the public. In addition, after the information has been disclosed, such persons are prohibited from buying, selling, transferring, or accepting the transfer of securities or futures contracts issued by the company until the public has had sufficient time to evaluate the information received (at least 24 hours from the date and time of

disclosure). Those involved with inside information must not disclose such information to others until it has been reported to the Stock Exchange of Thailand.

2) Prohibit directors, executives, employees, and persons related to inside information from disclosing or transmitting inside information or company secrets to unrelated persons, including family members, relatives, friends, etc.

3) The company places importance on preventing the use of inside information for improper benefit or to diminish the company's interests or create conflicts of interest. This is stipulated in the corporate governance policy, code of conduct and work practices, employment contracts, and work regulations.

For the blackout period, the Board of Directors assigns the company secretary to inform the directors, executives, and employees who are aware of material inside information before the information is disclosed to the public.

During the past year, no directors, executives, or employees with inside information were found to have traded in securities during the company's blackout period.

Number of cases or issues related to the use of inside information to seek benefits

	2023	2024	2025
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

Anti-corruption action

Operations in anti-corruption in the past year

Has the company operated in anti-corruption over the : Yes
past year

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, The participation in anti-corruption projects, Assessment and identification of corruption risk, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy, Review of the completeness and adequacy of the process by the Audit Committee or auditor

The company has established an anti-corruption policy and procedures. The Board of Directors has assigned the Audit Committee to oversee the internal control system, and the management is responsible for raising awareness and communicating the honest performance of duties to all employees.

In the past year, the company has taken actions to combat corruption as follows:

1) All new employees must receive orientation training to raise awareness and understanding of anti-corruption, which is the company's policy and one of the ethics and codes of conduct. All employees of the company will have an annual ethics and code of conduct assessment, conducted by the Internal Audit Department, and the assessment results will be reported to the Audit Committee.

2) Send e-mails to communicate to employees about the anti-corruption policy, business ethics, and code of conduct.

In addition, the company has also reviewed the adequacy of the anti-corruption process, which the Audit Committee has assigned the Internal Audit Department to conduct annually.

Number of cases or issues related to corruption

	2023	2024	2025
Total number of cases or issues related to corruption (cases)	0	0	0

Whistleblowing

Operations related to whistleblowing over the past year

Has the company implemented whistleblowing : Yes
procedures over the past year

The Company has provided channels for stakeholders to report whistleblowing and complaints through the following channels: 1) Suggestion and complaint boxes within the Company; 2) Direct reporting of whistleblowing and complaints to trusted supervisors at all levels, Human Resources Planning, Company Secretary, Audit Committee, and the Board of Directors; 3) Email; 4) Company website; and 5) Postal mail. The Company Secretary will act as a coordinator for receiving, delivering, following up on the investigation results, and compiling the cases for all whistleblowing and complaint channels. In the event that the Head of Internal Audit is the subject of a complaint, the Audit Committee will appoint an Investigation Committee to act accordingly.

In the past year, there have been no reports of whistleblowing or complaints related to illegal activities or breaches of business ethics and codes of conduct, violations, financial misstatements, fraud and corruption, or deficiencies in internal control through these channels.

Number of cases or issues related to whistleblowing

	2023	2024	2025
Total number of cases or issues received through whistleblowing channels (cases)	0	0	0

8.2 Report on the results of duty performance of the audit committee in the past year

8.2.1 Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 5

List of Directors	Meeting attendance of audit committee			Average percentage meeting attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. CHAIYUTH PADUNGSAKSAWASDI (Chairman of the audit committee)	5	/	5	5/5 (100.00%)
2. Dr. CHITRAPONGSE KWANGSUKSTITH (Member of the audit committee)	5	/	5	5/5 (100.00%)
3. Mr. PORNCHAI CHUNHACHINDA (Member of the audit committee)	5	/	5	5/5 (100.00%)
Average Attendance Rate				100.00%

8.2.2 The results of duty performance of the audit committee

The Board of Directors of Premier Tank Corporation Public Company Limited ("the Company") appoints the Company's Audit Committee, which consists of 3 independent directors who are qualified individuals with experience in accounting, finance, business administration, and organizational management. They are therefore suitably qualified to perform the duty of reviewing the reliability of financial reports in accordance with the requirements of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET). The committee comprises Assoc. Prof. Dr. Chaiyuth Padungsakasawas as Chairman of the Audit Committee, Prof. Dr. Pornchai Chunhachinda, and Dr. Jittapong Kwangsukstith as Audit Committee members. In 2025 (January 1, 2025 – December 31, 2025), the Audit Committee held a total of 5 meetings in the form of physical meetings, in accordance with the Company's regulations. The objectives focused on reviewing the adequacy and effectiveness of internal control systems, the efficiency of operations and risk management, the reliability of financial and management reports, compliance with relevant laws and regulations, and the safeguarding of assets of the Company and its subsidiaries.

Number of Meetings and Attendance of the Audit Committee

Name – Surname	Position	Number of meeting attendance in 2025		
		Total	Manually	Through Electronic Media
1. Assoc. Prof. Dr. Chaiyuth Padungsakasawasdi	Chairman of the Audit Committee	5/5	5/5	-
2. Prof. Dr. Pornchai Chunhachinda	Member of Audit Committee	5/5	5/5	-
3. Dr. Chitrapongse Kwangsukstith	Member of Audit Committee	5/5	5/5	-

The Audit Committee performed its duties independently and fully in accordance with the Audit Committee Charter, as assigned by the Board of Directors. In 2025, the Audit Committee held one meeting agenda without the presence of executives, as part of other agenda items in Meeting No. 4/2025. This was a joint meeting between the Audit Committee, internal auditors, and certified public accountants to discuss and inquire with the auditors about the cooperation of the Company's operational departments in the audit and their independence from management's influence. The auditors clarified that they received full and sufficient cooperation from management in disclosing information and performed their work independently in auditing the Company's financial statements. The key aspects of their duties in 2025 are summarized as follows:

1. Review of financial reports. The Audit Committee reviewed significant information in the quarterly and annual financial reports for 2025 of the Company and its subsidiaries, in conjunction with management, internal auditors, and certified public accountants. This included reviewing issues related to significant accounting policies, changes over the past year, potential future impacts, and significant non-recurring items. The Committee is of the opinion that the financial reports accurately, completely, and reliably present the Company's financial position and operating results. The preparation of financial reports adheres to generally accepted accounting standards, with sufficient disclosure of information in the financial statements, and no items were found that could materially affect the financial statements.
2. Review that the Company has appropriate and effective internal control systems and internal audit systems. The Audit Committee considers and approves the annual internal audit plan for 2025, which is prepared by assessing risks and the adequacy of the internal control system to prioritize each system in line with the organization's objectives. It also provides recommendations for the internal audit unit's operations to achieve the planned objectives according to generally accepted standards. Furthermore, it approves the structure of the internal audit unit, the appointment and transfer of the head of the internal audit unit, and determines the appropriate staffing levels for the internal audit unit in accordance with the unit's mission and objectives as specified in the annual audit plan. It also evaluates the performance of the internal audit unit to guide improvements and development of audit work. Additionally, the Internal Audit Charter has been reviewed and revised to align with good and international best practices.
3. Review of internal controls related to good corporate governance and anti-corruption policy. The Audit Committee evaluated and reviewed the Company's internal control system for 2025 by preparing an assessment form for the adequacy of the internal control system, based on the assessment form of the Securities and Exchange Commission. The Committee is of the opinion that the system is appropriate and sufficiently effective for transparent business operations, with no significant issues found that could affect the implementation of the anti-corruption policy.
4. Review of risk management. The Audit Committee reviewed the policies and adherence to risk management principles of the Company and its subsidiaries to ensure that the Company has appropriate and effective risk management processes. This includes monitoring the assessment of potential risks arising from changing situations and business environments, comprising strategic risks, operational risks, administrative risks, financial risks, market risks, and corruption risks, and consistently implementing measures to mitigate or reduce risks in both the short and long term. The review found that risk management operations are sufficiently effective in accordance with the Company's policies and strategic plans.
5. Review of legal compliance. The Audit Committee reviewed and oversaw the Company and its subsidiaries' compliance with regulations, policies, and the conduct of various operations in accordance with securities and stock exchange laws, as per the requirements of the SEC and SET, and other laws relevant to the Company's business. No indications were found to suggest any deficiencies regarding non-compliance and/or practices that contradict or conflict with relevant requirements, regulations, and laws.
6. Considered appointing the Company's auditors for 2025. The audit committee selected auditors by considering independence, skills, knowledge, experiences, performance, and audit fees of the Company; then, proposed to the board of directors for consideration and to the shareholders' meeting of 2025 for approval. The shareholders' meeting approved and appointed Mrs. Suvimol Chrityakierne, certified public accountant No. 2982, or Ms. Somjintana Polhilunrat,

certified public accountant No. 5599, or Ms. Kamolmett Chrityakierne No.10435, or Mr. Wirote Satjathamkul No. 5128 from DIA International Auditing Company Limited as auditors to certify the financial reports for 2025 of the Company.

7. Review of connected transactions or transactions that may have conflicts of interest. The Audit Committee reviewed connected transactions that must comply with the law and the regulations of the Stock Exchange of Thailand (SET) regarding the disclosure of information and practices of listed companies in connected transactions B.E. 2546 (2003). The Audit Committee is of the opinion that the connected transactions were conducted under normal commercial terms, without conflicts of interest, were fair, reasonable, and fully complied with the criteria set by the SET. No unusual transactions were found, and information was disclosed completely and sufficiently.

8. Reporting of performance to the Board of Directors. The Audit Committee prepared a report on its performance along with the results of the financial statement review, submitting it to the Board of Directors once per quarter. It also prepared an Audit Committee report for disclosure in the annual report (January 1, 2025 – December 31, 2025) in accordance with SET regulations. In the past year, the Audit Committee did not find or suspect any events or circumstances indicating transactions or actions that could significantly impact the Company's financial position and operating results.

In summary for 2025, the Audit Committee performed its duties as stipulated in the Audit Committee Charter, monitoring the operations of the Company and its subsidiaries with sufficient independence. The Committee is of the opinion that the Company has prepared its financial reports accurately and reliably in all material respects, in accordance with generally accepted accounting standards, with sufficient disclosure of information. Furthermore, in entering into connected transactions or transactions that may have conflicts of interest, the Company has strictly complied with the law and SET regulations. It has also fully complied with laws, regulations, and rules related to business operations. Additionally, the Company has established adequate and appropriate risk management, effective and transparent corporate governance, and independent and qualified auditors and internal auditors who contribute to the robustness and effectiveness of the audit and internal control systems.

8.3 Summary of the results of duty performance of subcommittees

8.3.1 - 8.3.2 Meeting attendance and the results of duty performance of subcommittees ⁽¹⁾

Remark : ⁽¹⁾ Was held in Hybrid Meeting (Physical and Electronic) in Company regulations and Recording pursuant to the Royal Decree on Teleconferences through Electronic Means B.E. 2563

Meeting attendance Executive Committee

Meeting Executive Committee (times) : 12

List of Directors	Meeting attendance Executive Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. WEERAWAT BURAPAPATTANAPONG (The chairman of the executive committee)	12	/	12	12 / 12 (100.00%)
2. Mr. KRIANGSAK TIAWSIRISUP (Member of the executive committee)	12	/	12	12 / 12 (100.00%)
3. Mr. WEERAPHON BURAPAPATTANAPONG (Member of the executive committee)	12	/	12	12 / 12 (100.00%)
4. Ms. phattaya Ngowsagkul (Member of the executive committee)	12	/	12	12 / 12 (100.00%)
Average Meeting Attendance Rate				100.00%

The results of duty performance of Executive Committee

Number of Meetings and Attendance of the Executive Directors

Name – Surname		Position	Number of Meeting Attendance in 2025		
			Total	By Self	Electronic
1. Mr. Weerawat	Burapapattanapong	Chief Executive Officer/Acting Chief Corporate Planning Officer	12/12	12/12	-
2. Mr. Weeraphon	Burapapattanapong	Chief Marketing and Corporate Strategy Officer	12/12	12/12	-
3. Mr. Kriangsak	Tiawsirisup	Chief Operating Officer	12/12	5/12	7/12
4. Miss Patthaya	Ngowsakul	Chief Financial Officer	12/12	12/12	-

For the year 2025, the Executive Committee fully performed its duties in accordance with its charter, as assigned by the Board of Directors. The key aspects of its performance are summarized as follows:

1. Considers and provides initial opinions on the strategic management policies for the company's business operations, assesses the suitability of the business plan, and provides beneficial recommendations for organizational management and strategic implementation.

2. Considers and approves the annual budget before submitting it to the Board of Directors for consideration and approval, and continuously monitors performance monthly.
3. Serves to consider and approve the establishment and review of various company policies before submitting them to the Board of Directors for consideration and approval.
4. Considers and approves operations in accordance with company policies as assigned by the Board of Directors, as well as implementing various established procedures.
5. Reviews, inspects, and monitors the performance of all departments monthly to ensure compliance with the work plan and assignments from the Board of Directors.
6. Operates in accordance with normal business practices as specified in the approval authority and acts as authorized by the Board of Directors.
7. Reports the company's operating results to the Board of Directors quarterly, and presents the auditor's report on the company's financial statements, including annual and quarterly financial statements, at the meetings of the Audit Committee and the Board of Directors.

The Executive Committee performed its duties as assigned by the Board of Directors, utilizing its knowledge and capabilities with prudence, caution, and reasonableness to manage the business to achieve the company's vision, mission, goals, and strategies to its fullest potential, taking into account the best interests of the company, shareholders, and all stakeholders, in building confidence in the operations and overseeing the management of the company to be efficient and sustainable.

Meeting attendance Enterprise Risk Management Corporate Governance and Sustainability Committee

Meeting Enterprise Risk Management Corporate : 4

Governance and Sustainability Committee (times)

List of Directors	Meeting attendance Enterprise Risk Management Corporate Governance and Sustainability Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Assoc. Prof. Sukkakom Maneenop (The chairman of the subcommittee)	4	/	4	4 / 4 (100.00%)
2. Mr. WEERAWAT BURAPAPATTANAPONG (Member of the subcommittee)	4	/	4	4 / 4 (100.00%)
3. Mr. KRIANGSAK TIAWSIRISUP (Member of the subcommittee)	4	/	4	4 / 4 (100.00%)
Average Meeting Attendance Rate				95.83%

List of Directors	Meeting attendance Enterprise Risk Management Corporate Governance and Sustainability Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
4. Mr. TASSANU CHUTIKANON (Member of the subcommittee, Independent director)	3	/	4	3 / 4 (75.00%)
5. Ms. phattaya Ngowsagkul (Member of the subcommittee)	4	/	4	4 / 4 (100.00%)
6. Mr. WEERAPHON BURAPAPATTANAPONG (Member of the subcommittee)	4	/	4	4 / 4 (100.00%)
Average Meeting Attendance Rate				95.83%

The results of duty performance of Enterprise Risk Management Corporate Governance and Sustainability Committee

Number of Meetings and Attendance of the Enterprise Risk Management Corporate Governance and Sustainability Committee

Name – Surname	Position	Number of meeting attendance in 2025		
		Total	Manually	Through Electronic Media
1. Assoc. Prof. Dr. <u>Sakkakom Maneenop</u>	Chairman of the Enterprise Risk Management Corporate Governance and Sustainability Committee	4/4	3/4	1/4
2. Mr. <u>Tassanu Chutikanon</u>	Member of Enterprise Risk Management Corporate Governance and Sustainability Committee	3/4	-	3/4
3. Mr. <u>Weerawat Burapapattanapong</u>	Member of Enterprise Risk Management Corporate Governance and Sustainability Committee	4/4	3/4	1/4
4. Mr. <u>Weeraphon Burapapattanapong</u>	Member of Enterprise Risk Management Corporate Governance and Sustainability Committee	4/4	4/4	-
5. Mr. Kriangsak <u>Tiawsirisap</u>	Member of Enterprise Risk Management Corporate Governance and Sustainability Committee	4/4	3/4	1/4
6. Ms. <u>Phattaya Ngowsakul</u>	Member of Enterprise Risk Management Corporate Governance and Sustainability Committee	4/4	4/4	-

The Risk, Governance, and Sustainability Committee considered various matters and reported the meeting results along with its opinions to the Board of Directors for consideration, summarizing the key aspects of the committee's performance as follows:

1. Consider and review the charter of the Risk, Governance, and Sustainability Committee.

Considered and reviewed the charter for suitability, which specifies the scope of duties and responsibilities and best practices, to serve as an operational standard for the Risk, Governance, and Sustainability Committee and to enable the committee to perform its duties to achieve the company's objectives.

2. Consider and review the risk management policy and risk management operating procedures.

Considered and reviewed the risk management policy for suitability to establish a framework for the company's risk management processes and to implement it throughout the organization, and to ensure that responsibilities for controlling identified risks are appropriately assigned.

3. Review business risk factors, risk classification, and risk control activities for 2025.

Reviewed various business risk factors for 2025 comprehensively and thoroughly in line with current situations, and provided opinions on whether risk control activities are complete and sufficient to mitigate potential impacts on the organization in both the short and long term, and presented them to the Board of Directors for consideration quarterly.

4. Consider the risk management plan and annual follow-up for 2025.

Considered the risk management plan and annual follow-up for 2025 to ensure maximum efficiency in risk management.

5. Consider the review of the corporate governance policy, business ethics, and anti-corruption policy and guidelines, and present them to the Board of Directors for approval.

6. Monitor the implementation of Governance, Risk, and Compliance (GRC) integration and report to the Board of Directors.

Based on the aforementioned performance, the Risk, Governance, and Sustainability Committee has performed its duties and responsibilities as stipulated in its charter, and has continuously reported meeting results to the Board of Directors quarterly. Therefore, in 2025, the Risk, Governance, and Sustainability Committee can operate comprehensively, with due diligence and independence, and has provided candid opinions for the utmost benefit of shareholders and all stakeholders. Furthermore, it is committed to operating using enterprise risk management principles and further developing internal risk management systems in accordance with international guidelines.

Joint meeting between the Audit Committee and the Risk, Governance, and Sustainability Committee.

The Risk, Governance, and Sustainability Committee held a joint meeting with the Audit Committee, with the company's risk management working group responsible for considering the structure, policies, risk management framework, risk management plan, risk review, and monitoring of the company's risk management. The committee considered all 8 types of risks as follows: (1) Strategic Risk, (2) Operation Risk, (3) Financial Risk, (4) People Risk, (5) Technological Risk, (6) Compliance Risk, (7) Fraud Risk, and (8) Incident Risk. Regular quarterly reports are provided, ensuring that the company's risk management is efficient and effective, and yields maximum benefits.

GRC Integration

Premier Tank Corporation Public Company Limited ("the Company") considers operating for sustainability as a company with a strong foundation and flexibility in adapting strategies and management. It manages to achieve operational goals and strategies, viewing corporate governance, risk management, and compliance (GRC) as an integrated matter, under the GRC framework by the Thai Institute of Directors (Thai IOD) to serve as a good practice guideline for the Board of

Directors. This GRC-based operation supports the Company's mission: "To be a stable and strong value chain in the country's infrastructure system, based on sustainable and caring management principles, to be a business partner of choice for customers."

The Company conducts business by assessing changes in the context and environment (Landscape and environment) and their impact on the Company's operational plans. The Board of Directors monitors management to consider and present this information when strategic and business plans are proposed, covering both normal business operations and the creation of new businesses, to enhance competitiveness and sustainable growth in the future. This consistent assessment of changes in context and environment aligns with the Company's three operational goals: (1) "Increase efficiency in oil receipt and delivery by supporting various transfer methods and increasing the number of service stations receiving oil from the Company's depots," (2) "Develop infrastructure to enhance energy delivery efficiency, ensuring equitable access to energy for all areas," and (3) "Create new businesses related to the vision and mission to diversify revenue streams and reduce reliance on any single business."

The Board of Directors oversees management, considering elements such as (1) Organizational structure and governance (Governance), potential risk management and control (Risk and Control Continuum), by identifying and analyzing risks, as well as monitoring and supervising risk management policies to align with the Company's vision, mission, goals, and operational strategies. (2) Operations in compliance with internal and external laws, rules, and regulations (Compliance), including related legal aspects, accounting standards, compliance with industry standards, information disclosure, and other operational aspects. And (3) The structure or approach to building assurance (Assurance) that operational plans align with the mission and the three aforementioned operational goals, and are correctly implemented and executed through the Executive Committee and the Board of Directors under a desirable organizational culture and behavior (Culture, behavior, and change). The Company aims to promote and develop personnel with appropriate numbers, knowledge, skills, experience, and motivation, as well as having sources of information and knowledge (Knowledge and data) that can be used to analyze and assess the environment and business. This operation leads to the protection and creation of value for the Company (Value protection and creation).

The Board of Directors oversees the management to present the above information, adapting it to the business growth level, aligning with operational guidelines and the environment, and ensuring it is integrated (Business, maturity, relevance, integration, and convergence). The Board of Directors, together with management, leads the implementation of these matters, takes responsibility for various outcomes, and monitors to ensure confidence in operational efficiency (Leadership, accountability, and assurance) by performing duties with responsibility, diligence, integrity towards the organization, and ensuring operations comply with laws, regulations, and resolutions of shareholder meetings.

Corporate Governance (Governance)

The Board of Directors has continuously updated policies, practices, and good corporate governance systems to enhance the Company's governance efficiency and elevate its corporate governance standards to align with the Principles of Good Corporate Governance for Listed Companies 2017 (Corporate Governance Code or CG Code) of the Securities and Exchange Commission, as follows:

In 2025, the Board of Directors approved the review/revision of policies, practices, and good corporate governance systems, as follows:

1. Approved the review of 23 Company policies for 2025 to ensure their suitability with current situations and changes.
2. Approved the policy for supervising subsidiaries and associated companies to safeguard the Company's interests.

Risk (Risk)

The Company recognizes the importance of risk management, compliance with laws and regulations, and the preparation of reliable reports. Risk identification and analysis consider both internal and external factors that may affect business operations, to achieve objectives comprehensively across the entire organization. This includes consideration at the organizational, departmental, and divisional levels, as risk management is considered a crucial component of all business processes and must be interconnected at all levels. Therefore, a risk management policy and a risk management manual have been established and communicated to all executives and employees for their awareness and compliance. Risk is assessed at all levels, and high risks are used to develop an enterprise risk management plan, which identifies risk factors or causes, impacts, existing control measures, and additional measures to mitigate risks, with quarterly monitoring.

The Company has a Risk Management Committee, which is a sub-committee responsible for overseeing and supporting enterprise risk management operations to align with business strategies and goals, as well as changing circumstances. It also provides recommendations, monitors, and evaluates to ensure maximum overall risk management effectiveness. For the year 2025, the Risk Management, Corporate Governance, and Sustainability Committee has fully performed its duties in accordance with its Charter, as assigned by the Board of Directors. The key aspects of its performance can be summarized as follows:

1. Consider reviewing the Charter of the Risk Management, Corporate Governance, and Sustainability Committee. Consider reviewing the Charter for suitability, which specifies the scope of duties and responsibilities and good practices to serve as an operational standard for the Risk Management, Corporate Governance, and Sustainability Committee, and to enable it to perform its duties to achieve the Company's objectives.
2. Consider reviewing the Risk Management Policy and Risk Management Operating Procedures. Consider reviewing the risk management policy for suitability, to establish a framework for the Company's risk management processes and implement it throughout the organization, and to ensure that responsibilities for controlling identified risks are appropriately defined.
3. Review business risk factors, risk classification, and risk control activities for 2025. Thoroughly review various business risk factors for 2025 to ensure comprehensive coverage and alignment with current situations. Also, provide opinions on whether risk control activities are complete and sufficient to mitigate potential short-term and long-term impacts on the organization, and present them to the Board of Directors' meeting for consideration every quarter.
4. Consider the risk management plan and its annual follow-up for 2025. Consider the risk management plan and its annual follow-up for 2025 to ensure maximum risk management efficiency.
5. Consider reviewing the Corporate Governance Policy, Business Ethics, and Anti-Corruption Policy and guidelines, and present them to the Board of Directors for approval.
6. Monitor the integration of Governance, Risk, and Compliance (GRC) operations and report to the Board of Directors.

Based on the aforementioned performance, the Risk Management, Corporate Governance, and Sustainability Committee has fulfilled its duties and responsibilities as stipulated in the Charter of the Risk Management, Corporate Governance, and Sustainability Committee, and continuously reported meeting outcomes to the Board of Directors every quarter. Therefore, in 2025, the Risk Management, Corporate Governance, and Sustainability Committee can operate fully, with due diligence and independence, and has provided candid opinions for the utmost benefit of all shareholders and stakeholders, while also being committed to performing its duties using enterprise risk management principles and developing internal risk management systems in accordance with international guidelines.

Compliance Operations (Compliance)

The Board of Directors is committed to conducting business in compliance with the law. Company personnel are aware of their respective roles and responsibilities to comply with various internal and external laws, rules, and regulations. The Company has established various policies approved by the Board of Directors, and new regulations are reviewed and monitored annually. Additionally, there are operating procedures and manuals, aiming to ensure employees are aware of compliance with various internal and external regulations.

For compliance operations, the Company engaged Audit House Co., Ltd. ("AUDIT"), which was assigned by Premier Tank Corporation Public Company Limited to act as its internal auditor. AUDIT therefore reviewed the Company's internal control system according to the internal audit project to evaluate the Company's internal control system. It was concluded that the Company has established an internal control system that is sufficient and appropriate for the nature and size of its business. Policies, operating procedures, scopes of responsibility, approval hierarchies for each management level, and operational process control measures are clearly and strictly documented to prevent fraud. Additionally, the Company has an internal audit department that periodically reviews the performance of employees. Regarding compliance operations, they can be divided into 4 types of practices, as follows:

Related legal aspects

The Company also recognizes the importance of complying with relevant laws and those affecting stakeholders. In accordance with the Personal Data Protection Act B.E. 2562 (2019), the Company has developed separate personal data protection policies for external parties and business partners, and for employees, and published them on the Company's website. This is to ensure that employees and external parties are aware of the organization's intent regarding the handling of personal data, and to inform data subjects of their various rights and to help them understand the purposes and methods of collecting, using, and disclosing personal data, among others.

The Company also emphasizes respecting and complying with relevant laws in all areas where it operates. The Board of Directors has stipulated compliance with relevant laws, regulations, rules, and criteria in the Company's ethics and code of conduct. This covers all levels, from the Board of Directors and management to all employees, who must understand and strictly adhere to laws related to the Company's business operations to ensure that the Company's operations are correct and efficient.

Compliance with industry standards

The Company has certified the following management system standards:

1. The Quality Management System ISO 9001:2015 is an international standard that businesses worldwide prioritize for quality excellence and operational efficiency within the organization. It involves establishing a quality assurance management system, which is a system that ensures various processes are controlled and auditable. This is achieved through a system that specifies work steps and methods, to ensure that personnel within the organization understand their responsibilities and operational procedures. It requires providing training for knowledge and operational skills, recording data, as well as verifying whether operations comply with the system, correcting errors, and implementing measures to prevent recurrence of previous errors.
2. The Occupational Health and Safety Management System ISO 45001:2018 is a standard that helps implement occupational health and safety management systems by establishing a health and safety management system based on minimizing workplace risks and improving overall safety and working conditions. It can identify, analyze, and assess various risks that may affect employees, enabling the Company to find ways or implement preventive measures to improve the working environment.
3. The Environmental Management System ISO 14001:2015 is an international standard for an organization's environmental management system, aimed at enhancing internal environmental performance and environmental sustainability. It systematically manages its environmental responsibilities by using the requirements specified in the environmental management system standard as a guideline for practice, to meet the expectations of the environmental management system. This includes improving environmental performance, ensuring compliance with

relevant laws and obligations, and the ability to achieve the organization's own environmental management objectives. This creates value for the organization, stakeholders, the environment, and aligns with the organization's environmental policy, as well as contributing to environmental sustainability. In 2025, the Company engaged a licensed company to inspect the working environment, measuring chemical concentrations, 8-hour average noise levels, heat values in the premises, light intensity in the premises, drinking water quality, and wastewater quality. All items were found to be within standard criteria. The measured wastewater quality was within standard for all parameters, reflecting the Company's commitment to the environment and indicating adherence to its vision of "sustainable and caring management principles." It also aligns with the sustainable development goals as per The 17 Sustainable Development Goals (SDGs) to transform our world, specifically Goal 6 on water management and sanitation: Clean Water and Clean Energy.

Accounting standards

The Company has prepared financial reports in accordance with accounting standards prescribed by the Federation of Accounting Professions. Furthermore, the Company's auditor, DIA International Audit Co., Ltd., which audited the 2025 financial statements, stated in its audit report that the Company had no material deficiencies in its accounting system. The audit of the 2025 financial statements by the auditor found no risks or deficiencies in the internal control system, thus no Management Letter was prepared for 2025. Furthermore, the auditor additionally reported the results of the 2024 financial statement audit to the Audit Committee, stating that no irregularities related to fraud were found that would materially affect the Company's financial statements.

Information disclosure

As a company listed on the Stock Exchange of Thailand since February 15, 2022, the Company has prioritized full compliance with the Public Company Limited Act and the Securities and Exchange Act as required by law. Furthermore, the Company regularly sends relevant personnel to attend training on laws pertinent and essential to operations, to ensure employees gain knowledge, understanding, and can apply it in their work.

Information disclosure is one of the important principles of good corporate governance. Therefore, the Company places importance on information that must be reported to the Stock Exchange of Thailand and shareholders, in terms of accuracy, sufficiency, timeliness, and equal access to information for all groups. The preparation of such information is in accordance with regulations, with Investor Relations and the Company Secretary performing these duties. Company information comprises financial and non-financial data. In 2025, the disclosure of financial statement information was reviewed/audited by auditors, confirming its material accuracy in accordance with generally accepted accounting principles, and approved by the Audit Committee/Board of Directors before public disclosure. Regarding non-financial information disclosure, the Company disclosed information according to criteria set by the Stock Exchange and the SEC Office, which include related party transactions, dividend payments, management discussion and analysis, notices of meetings, and shareholder meeting minutes. Additionally, good corporate governance reports are included in the annual information statement, Form 56-1 One Report.

Meeting attendance Nominating and Remuneration Committee

Meeting Nominating and Remuneration Committee (times) : 2

List of Directors	Meeting attendance Nominating and Remuneration Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Dr. CHITRAPONGSE KWANGSUKSTITH (The chairman of the subcommittee, Independent director)	2	/	2	2 / 2 (100.00%)
2. Mr. TASSANU CHUTIKANON (Member of the subcommittee, Independent director)	2	/	2	2 / 2 (100.00%)
3. Mr. WEERAWAT BURAPAPATTANAPONG (Member of the subcommittee)	2	/	2	2 / 2 (100.00%)
Average Meeting Attendance Rate				100.00%

The results of duty performance of Nominating and Remuneration Committee

The Board of Directors of Premier Tank Corporation Public Company Limited has established the Nomination and Remuneration Committee, comprised of 3 directors of the company. The committee members are as follows:

1. Dr. Chitrapongse Kwangsukstith
2. Mr. Tassanu Chutikanon
3. Mr. Weerawat Burapapattanapong

The Nomination and Remuneration Committee has completely and carefully fulfilled its duties as outlined in the policy and charter reviewed and approved by the Board of Directors.

In 2025, the Nomination and Remuneration Committee held a total of 2 meetings, was held in Hybrid Meeting (Physical and Electronic) in Company regulations and Recording pursuant to the Royal Decree on Teleconferences through Electronic Means B.E. 2563.

Number of Meetings and Attendance of the Nomination and Remuneration Committee

Name – Surname	Position	Number of meeting attendance in 2025		
		Total	Manually	Through Electronic Media
1. Dr. Chitrapongse Kwangsukstith	Chairman of the Nomination and Remuneration Committee	2/2	2/2	-
2. Mr. Tassanu Chutikanon	Member of Nomination and Remuneration Committee	2/2	-	2/2
3. Mr. Weerawat Burapapattanapong	Member of Nomination and Remuneration Committee	2/2	2/2	-

They have performed activities related to nomination and remuneration, which they have proposed to the Board of Directors for approval. These activities can be summarized as follows:

1. Reviewed the framework for annual executive and employee remuneration to ensure appropriate alignment with the company's economic situation and overall performance.
2. Reviewed the annual succession plan for the CEO and top executives.
3. Considered and nominate qualified persons to be the Company's directors to be the Company's Director according to the nomination criteria and process of the Company by:
 - 3.1 Nominating an individual to replace the retiring director at the Annual General Meeting of Shareholders.
 - 3.2 Proposing the appointment of an individual to fill the vacant Director position. The Board of Directors has evaluated the qualifications of 3 individuals for appointment as directors to fill the vacant positions. The proposed candidates possess the knowledge, abilities, and experience necessary to benefit the company and meet all qualifications under the Public Limited Companies Act B.E. 2535.
4. Ensured that the company's directors, members of sub-committees, and CEO receive appropriate compensation for their duties and responsibilities, in accordance with their performance.
5. Established a guideline for evaluating performance, in order to assess annual remuneration.
6. Reviewed remuneration and other benefits for the company's directors, members of sub-committees, and CEO, to ensure appropriateness based on their duties and responsibilities, as well as market conditions.
7. Reviewed the policy and charter of the Nomination and Remuneration Committee's Board Skill Matrix and responsibilities, to ensure alignment with the current situation and compliance with the principles of good corporate governance.

In conclusion, the Nomination and Remuneration Committee has fulfilled the aforementioned duties, in accordance with the roles and responsibilities assigned by the Board of Directors. It is agreed that, in 2025, the board directors, directors of sub-committees, and Chief Executive Officers possess the necessary knowledge and abilities, and the remuneration and other benefits expressed in the annual report are appropriate to their obligations and responsibilities, in line with the company's economic conditions and overall performance.

9. Internal control and related party transactions

9.1 Internal control

Summary of the opinion of the board of directors regarding the internal control of the company

The Board of Directors places importance on the Company having good and effective internal control systems, as clearly stated in the Company's Corporate Governance Policy. This is because it believes that a good internal control system will help reduce risks and prevent damages from the Company's business operations, enabling the Company to achieve its vision, mission, and operational goals. Therefore, the Audit Committee has been assigned various duties as mandated by the Board of Directors, including reviewing financial reports, internal control systems, legal compliance, selecting auditors, providing opinions on the necessity and appropriateness of related party transactions with individuals who may have conflicts of interest or stakes, as well as overseeing the security and management of information that may affect the Company's credibility and business operations. Furthermore, the Board of Directors has appointed a Risk Management Committee to oversee and support the Board in managing the risk management system as stipulated in the Risk Management Policy.

The Company places importance on internal control systems at both management and operational levels. Therefore, an Internal Audit Department has been appointed, and its scope of duties and operational authority have been clearly defined in writing. The objective is to focus on reviewing and evaluating the adequacy of the Company's internal control systems for its operational processes, by providing recommendations and beneficial advice to all levels of the Company's operational processes to enable them to perform their duties effectively, as well as to promote good corporate governance processes, and to provide reasonable assurance that significant risks are identified and their impacts assessed, leading to a sound internal control system under the economical and cost-effective use of resources, in line with the Company's policies and objectives. The Internal Audit Department will report its performance directly to the Audit Committee in the performance of its duties and directly to the Chief Executive Officer.

9.1.1 Adequacy and appropriateness of the company's internal control system

Company's internal control system : The Committee of Sponsoring Organizations of the Treadway Commission (COSO)

The Committee of Sponsoring Organizations of the Treadway Commission (COSO)

At the Board of Directors Meeting No. 4/2568 on November 13, 2025, which all audit committee members attended, the Board of Directors considered and prepared an assessment form for the adequacy of the company's internal control system, covering all 5 components of The Committee of Sponsoring Organizations of the Treadway Commission (COSO), namely:

1. Control Environment
2. Risk Assessment (Risk Management)
3. Control Activities
4. Information and Communication System (Information & Communication)
5. Monitoring Activities

The Board of Directors reviewed and considered with the management by inquiring information from the management and referencing the internal control system review and evaluation report of Audit House Co., Ltd. ("Internal Auditor"), and assessed the adequacy of the internal control system.

From the consideration of the assessment form for the adequacy of the company's internal control system, the Board

of Directors is of the opinion that the company has established sufficient and effective management and internal control systems to prevent potential risks. The Board of Directors and management have encouraged employees within the organization to recognize the importance of internal control and have provided adequate personnel to ensure that the company's internal control system is sufficient and appropriate, and can be efficiently adapted to changing circumstances, so that the company's operations achieve their stated objectives, comply with relevant laws and regulations, and adhere to good corporate governance principles. The company has clearly defined duties and responsibilities, and has established appropriate written rules, regulations, policies, and operational approval authorities. The company appointed Audit House Co., Ltd. ("Internal Auditor") as its internal auditor since 2018, with the approval of the Board of Directors, to continuously review and evaluate the company's internal control system and provide recommendations on appropriate internal control systems. The internal auditor has reviewed 11 operational systems of the company and assessed the adequacy of the internal control system, which include:

1. Transactions with related parties
2. Internal Audit
3. Marketing and Business Development System
4. Operational System
5. Information Technology System
6. Human Resources Management System
7. Procurement Management System
8. Fixed Asset System
9. Financial and Accounting System
10. Personal Data Protection Law Compliance Control System
11. Information System for Shareholder Meetings

9.1.2 Deficiencies related to the internal control system

Summary of the results of the internal control system audit of the company.

To ensure that the company has an appropriate internal control system and to build confidence that the management system is efficient, transparent, and auditable. Internal auditors have been auditing the company's internal control system since December 2018, and for the year 2025, Audit House Co., Ltd. has the following internal control review reports:

1. Internal Audit Report No. 1/68 regarding internal controls related to the marketing and business development control system, general controls of the information technology system, compliance with the risk management plan, and BCP drills, 1 copy.
2. Internal Audit Report No. 2/68 regarding compliance with personal data protection laws, procurement and contracting control systems, service cost control systems, trade payables, and debt settlement, 1 copy.
3. Internal Audit Report No. 3/68 regarding internal controls related to the Khon Kaen oil depot operational system, spare parts and equipment repair and maintenance control system, general administration system, and fixed asset control, 1 copy.
4. Internal Audit Report No. 4/68 regarding the assessment of the company's readiness for certification under the criteria of the Thai Private Sector Collective Action Coalition Against Corruption (CAC) project, 1 copy.

	2023	2024	2025
Total number of deficiencies related to the internal control system (cases)	0	0	0

9.1.3 Opinions of the audit committee and auditor's observations on internal control

Does the audit committee have opinions on internal : Yes

control different from the board of directors' opinions?

As Audit House Co., Ltd. ("AUDIT") was appointed by Premier Tank Corporation Public Company Limited to serve as the internal auditor, AUDIT conducted a review of the company's internal control system in accordance with the internal audit plan to evaluate the company's internal control system. It is our opinion that the company has established an internal control system that is sufficient and appropriate for the nature and scale of its business operations. Policies, operating procedures, scopes of responsibility, management approval hierarchies, and operational process control measures are clearly and concisely documented to effectively prevent fraud.

Does the auditor have any observations on the company's : Yes

internal control?

The company's auditor is D.I.A. International Audit Co., Ltd. ("DIA"), who audited the 2025 financial statements and expressed an opinion in the audit report that the company did not have any material deficiencies in its accounting system.

Upon the audit of the 2025 financial statements by the auditor, no risks or deficiencies in the internal control system were found, thus no Management Letter for 2025 was prepared. Furthermore, the auditor reported the results of the company's 2025 financial statement audit to the Audit Committee, stating that no irregularities related to fraud were found that would materially affect the company's financial statements.

9.1.4 Opinions of the audit committee on the position of the head of the internal audit unit

Head of the internal audit unit : Outsourced service

Head of Internal Audit

For the year 2026, the company has a policy to engage an outsourced internal auditor. This was decided at the Audit Committee Meeting No. 4/2568 on November 13, 2025, continuing an engagement that began in December 2018. Audit House Co., Ltd. has assigned Mr. Thana Wongsangnak, Managing Director, as the primary person responsible for performing the company's internal audit duties. Mr. Kulawit Wasikasiri will serve as the coordinator between Audit House Co., Ltd. (the engaged company) and the company.

Scope and Responsibilities of the Head of Internal Audit of the Company

The Audit Committee has considered the qualifications of Audit House Co., Ltd. and found that it possesses sufficient knowledge, ability, and experience to perform the duties of an internal auditor. This is due to its qualifications, educational background, work experience, and appropriate training. Furthermore, it has no affiliations with the company, thus enabling it to conduct audits and provide recommendations to the company independently and impartially. (The qualifications of the Head of Internal Audit are as per the attached document.) Additionally, the company has established an Internal Audit Department to coordinate with the outsourced auditor.

The consideration for approving the appointment, removal, or relocation of the company's internal auditor must undergo selection and receive approval from the Audit Committee. The Audit Committee will then present the approved internal auditor to the Board of Directors' meeting for consideration and approval of the engagement, including negotiation of related expenses. The aforementioned internal audit engagement contract will expire at the end of 2025. Following the consideration at the Audit Committee Meeting No. 4/2568 and the Board of Directors' Meeting No. 4/2568 on November 13, 2025, it was resolved to continue the engagement of Audit House Co., Ltd. as the company's internal auditor for the year 2026. On December 17, 2025, the internal audit plan for 2026 was approved. The internal auditor will conduct audits of the company's internal control systems, covering all operational systems,

which include audits at the Bangkok headquarters in Q1, Q2, and Q4 of 2026, and an audit at the Khon Kaen oil depot in Q3 of 2026.

9.1.5 Appointment, discharge, and transfer of the head of the internal audit unit

Does the appointment, discharge, and transfer of the head : Yes
of the internal audit unit require the audit committee
approval?

The consideration for approving the appointment, removal, or relocation of the company's internal auditor must undergo selection and receive approval from the Audit Committee. Subsequently, the Audit Committee will present the approved internal auditor to the Board of Directors' meeting for consideration and approval of the engagement, including negotiation of related expenses. The aforementioned internal auditor engagement contract will expire at the end of 2025. Following the consideration at the Audit Committee Meeting No. 4/2025 and the Board of Directors' Meeting No. 4/2025 on November 13, 2025, it was resolved to enter into an engagement contract with Audit House Co., Ltd. to continue as the company's internal auditor for the year 2026. Furthermore, on December 17, 2025, the annual internal audit plan for 2026 was approved.

Compliance Officer

The Board of Directors has assigned Ms. Kullanit Seeliamngam, the Company Secretary, to oversee compliance operations to ensure the company adheres to the criteria set by regulatory bodies related to listed companies, such as the SEC and the Stock Exchange of Thailand. Information regarding the Compliance Officer is presented in Annex 1 of this report.

9.2 Related party transactions

Premier Tank Corporation Public Company Limited (PTC) has documented interactions with individuals who may have conflicting interests. These records include inter-company transactions made with directors, executives, and/or shareholders of PTC, including those who may have a potential conflict of interest. The summary of the nature of the relationship between PTC and these individuals for the years ending 31 December 2023, 31 December 2024 and 31 December 2025 can be found in the records of inter-company transactions made with these individuals.

Related party transactions

Does the company have any related party transactions? : Yes

9.2.1 - 9.2.2 Names of the group of persons who may have a conflict of interest, nature of relationship, and information on related party transactions

Persons/entities with potential conflicts

Name of person or entity/type of business	Nature of relationship	Information as of date
Premier Green Power Company Limited (“PGP”) Engaging in the business of Construction, excavation, laying of electrical cables, telephone cables and signal cables.	<ul style="list-style-type: none"> PGP is registered on November 26, 2014, with a registered capital of 20 million baht on December 31, 2025, engaging in the business of Construction, excavation, laying of electrical cables, telephone cables and signal cables. The business is related to the Company since there are 3 directors and shareholders of PTC who are directors and shareholders in PGP. 	31 Dec 2025
Hydro Genius Company Limited Produce, procure and sell tap water filtration systems for household consumption	<ul style="list-style-type: none"> HDG is registered on January 19, 2024, with a registered capital of 10 million baht on December 31, 2025, engaging in the business of Produce, procure and sell tap water filtration systems for household consumption. Subsidiary, in which the Company holds 79.99% of the registered capital of 10 million baht. 	31 Dec 2025

Name of person or entity/type of business	Nature of relationship	Information as of date
AF Innovation Company Limited Environmental & Renewable Energy Solution Provider, delivering end-to-end energy and environmental engineering services, covering exploration, research, planning, design, and project management for renewable energy initiatives	<ul style="list-style-type: none"> • AF is registered on January 4, 2006, with a registered capital of 100 million baht on December 31, 2025, engaging in the business of energy projects, including exploration, research, planning, design, operational control, and project monitoring. • The business is related to the subsidiary, since one of AF’s directors and shareholders is also a shareholder of HDG 	31 Dec 2025

Details of related party transactions

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
Premier Green Power Company Limited (“PGP”)			
Transaction 1 <u>Nature of transaction</u> Real estate rental transactions and utility service charges <u>Details</u>	102,000.00	102,000.00	102,000.00

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>The Company is because some unused areas of the company's head office were leased out to PGP office. This rate is higher than what the Company pays for its own rent and utilities. However, this rental rate is comparable to the rental rates of nearby offices and the transaction does not result in any loss or disadvantage for the company.</p> <p><u>Necessity/reasonableness</u></p> <p>The rental and public utilities income received by the Company is because some unused areas of the company's head office were leased out to PGP office. The area leased out is 12.70 square meters at a rental rate of 7,500 baht per month and a public utilities rate of 1,000 baht per month, for a total of 8,500 baht per month.</p> <p><u>Audit committee's opinion</u></p> <p>The record of renting out this real estate is related to the leasing of unused areas of the company's property to PGP as an office. Although the rental and public utility costs are charged at a rate higher than what the Company pays, the record does not result in any loss or disadvantage for the company as the area is not being used. Therefore, it is a reasonable and necessary transaction.</p>			
Hydro Genius Company Limited			
<p>Transaction 1</p> <p><u>Nature of transaction</u></p> <p>Short-term loans</p> <p><u>Details</u></p>	0.00	0.00	200,000.00

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>HDG Company commenced operations in 2024 with a registered capital of 10 million baht. The company is currently in the process of designing and developing a prototype “Water Supply System Capacity 250 cubic meters/day,” which consists of a water production unit and a water distribution unit. The system utilizes solar energy (Solar Cell) to help reduce energy costs. At present, the project is in the commissioning stage and is expected to be ready for rental and commercial sales in 2026.</p> <p>In the initial stage, HDG’s operating expenses exceeded its revenues, resulting in liquidity constraints and the inability to obtain credit facilities from financial institutions. Consequently, it became necessary for the Company to provide loans to HDG in order to support its operations and product development for sale/rental. The loan provided is a short-term loan with a term of no more than 1 year, bearing interest at the MLR rate, with interest paid quarterly.</p> <p><u>Necessity/reasonableness</u></p> <p>To support the operations and investments of the subsidiary, which enables the subsidiary to carry out its business plan as intended, reduce the risk of liquidity shortage, and is expected to generate favorable returns for the Group’s consolidated performance in the future.</p> <p><u>Audit committee’s opinion</u></p> <p>The lending transaction is considered necessary and reasonable to support the operations and investments of the subsidiary. The interest rate and conditions have been set appropriately in line with prevailing market circumstances, and the transaction is regarded as a commercial agreement mutually agreed upon.</p>			
Transaction 2	0.00	0.00	176.71
<u>Nature of transaction</u>			

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>Finance income - interest</p> <p><u>Details</u></p> <p>HDG Company commenced operations in 2024 with a registered capital of 10 million baht. The company is currently in the process of designing and developing a prototype “Water Supply System Capacity 250 cubic meters/day,” which consists of a water production unit and a water distribution unit. The system utilizes solar energy (Solar Cell) to help reduce energy costs. At present, the project is in the commissioning stage and is expected to be ready for rental and commercial sales in 2026.</p> <p>In the initial stage, HDG’s operating expenses exceeded its revenues, resulting in liquidity constraints and the inability to obtain credit facilities from financial institutions. Consequently, it became necessary for the Company to provide loans to HDG in order to support its operations and product development for sale/rental. The loan provided is a short-term loan with a term of no more than 1 year, bearing interest at the MLR rate, with interest paid quarterly.</p> <p><u>Necessity/reasonableness</u></p> <p>To support the operations and investments of the subsidiary, which enables the subsidiary to carry out its business plan as intended, reduce the risk of liquidity shortage, and is expected to generate favorable returns for the Group’s consolidated performance in the future.</p> <p><u>Audit committee's opinion</u></p> <p>The lending transaction is considered necessary and reasonable to support the operations and investments of the subsidiary. The interest rate and conditions have been set appropriately in line with prevailing market circumstances, and the transaction is regarded as a commercial agreement mutually agreed upon.</p>			

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
AF Innovation Company Limited			
<p>Transaction 1</p> <p>0.00</p> <p>5,078,158.34</p> <p>6,921,773.15</p> <p><u>Nature of transaction</u></p> <p>Work in progress - prototype products</p> <p><u>Details</u></p> <p>HDG has engaged AF Innovation Co., Ltd. to undertake the develop, design, and deliver a prototype solution for automated water supply production with integrated Internet of Things (IoT) control, ensuring full compliance with the contractual terms and conditions agreed upon.</p> <p><u>Necessity/reasonableness</u></p> <p>Project for the Design and Production of a Prototype Community Water Supply System Utilizing Advanced Technology and Reducing Chemical Dependence. This project is complex and requires specialized expertise. It must therefore be undertaken by a company with proven capability and direct experience. AF is fully prepared in terms of design, production, and process control, while also ensuring the security of data and technology. In addition, the company's shareholders and directors of its subsidiaries are able to directly supervise the production process, including the procurement of materials in accordance with prevailing market prices. This ensures that operations are carried out efficiently, transparently, and in full alignment with the project's objectives.</p> <p><u>Audit committee's opinion</u></p>			

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
The aforementioned project represents prospective business value and entails the development of innovations requiring specialized expertise. Furthermore, the procurement of materials is conducted in alignment with prevailing market prices. Accordingly, the engagement of AF is deemed both necessary and reasonable, consistent with the ordinary course of business operations of the subsidiary, and in compliance with commercial terms.			

9.2.3 Policy and future trends of related party transactions and the compliance with the obligations specified in the prospectus of the company

Measures and procedures for approving related party transactions or connected transactions

The Company has established policies and guidelines for entering inter-company transaction which passed the resolution of the Board of Directors' Meeting No. 5/2568 on December 17, 2025. It is mandatory for the company to enter into inter-company transactions with a person with possible conflicts of interest. The Company has set measures and procedures for approval of connected records and transactions relating to the acquisition or disposition of the Company's assets in order to comply with the requirements of the Office of the Securities and Exchange Commission (SEC) including the relevant laws as follows:

- Ordinary business transactions and ordinary business supporting records such as purchase-sale of products and services, etc.

The Company has a policy for the Audit Committee to consider, review, and give opinions regarding:

- o The reason and necessity for such records
- o Presence of Trading Conditions with Fair Prices and Conditions
- o A non-cause to make a transfer of benefits when compared to records between the Company and individuals, or records between persons with conflicts of interest, with the individuals, or conducting records in the same manner as other operators in the business.

The Company has a policy for the Audit Committee to consider, review, and give opinions regarding: Reasons and necessity for making such records on a quarterly basis. These will be complied with the Stock Exchange of Thailand regulations, notifications, orders, or requirements of The Stock Exchange of Thailand and including execution with the requirements regarding the disclosure of connected transactions.

- Other transactions besides ordinary business transactions and ordinary business support records, such as rental properties or transactions related to the sale of assets or financial assistance, etc. The Company established a policy for the Audit Committee to consider and give opinions on the reasons and necessity of such transactions. The Company will comply with the law on securities and exchange and regulations, notifications, orders, or requirements of the Stock

Exchange of Thailand and the SEC Office, including compliance with the regulations on disclosure of connected transactions and acquisition or disposition of important assets of the Company or its subsidiaries. The Company and its subsidiaries have no policy of lending money to shareholders, directors, including individuals who may have conflicts of interest of the Company.

- The Company will disclose such records in accordance with the regulations and procedures prescribed by the Office of the Securities and Exchange Commission (SEC).
- All directors must comply with Section 88 under the Public Limited Company Act 2535 B.E. 2535 which requires the directors to notify the Company without delay in the following cases:
 1. If the directors have either direct or indirect conflicts of interest from any the Company contracts within the fiscal year. They must state facts regarding the contract, names of parties to the contract, and their conflict of interest in the contract (if any).
 2. If the directors hold shares or debentures in the Company and its subsidiaries. They shall state their shareholding quantity and increases or decreases within the fiscal year (if any).

The Company will arrange for major shareholders, directors, and executives to submit their own related persons information to the Office of the Company Secretary, including every time there is a change, to comply with the regulations for controlling transactions with major shareholders, directors, executives, or those related to such persons.

Future trends in related party transactions

The Company may enter inter-company transaction with persons with conflicts of interest in the future. If it is a ordinary business transaction and a ordinary business supporting records with general trading conditions, the Company will proceed in accordance with the measures to control inter-company transaction as specified above before entering into the records, that is, in accordance with the principles approved by the Board of Directors, as defined in as defined in the Securities and Exchange Act and strictly comply with the agreed contracts as well as setting prices and conditions for records clearly, fairly, and not causing a transfer of benefits. Therefore, if there is an inter-company transaction that requires an opinion from the Audit Committee according to the rules and regulations of the Stock Exchange of Thailand on related transactions, the Company will ask the Audit Committee to give opinions on the necessity and appropriateness of the related transactions. The Company has no policy to lend or guarantee loans to persons with possible conflicts according to the definition of the SEC, except in accordance with the Company's regulations regarding employee welfare or according to the regulations on the approval of management or providing financial assistance to juristic persons in which the Company holds shares in proportion to its shareholding. And for the future, in the event that the Company needs investment or working capital in business operations, the Company will first obtain sufficient equity financing and borrowing from external sources of fund. If it is necessary to borrow money from persons with possible conflict of interest and/or related persons according to the definition of the SEC, the Company will comply with Securities and Exchange Laws and Regulations, notifications, orders, or requirements of the SEC and the Stock Exchange of Thailand.

Inter-Company Transactions that may be continued in the future include:

1. Ordinary business transactions or ordinary business supporting transactions of the Company or real estate rental transactions for ordinary business transactions such as the transactions of fuel storage truck hire for meter calibration, or oil pipe maintenance, fees for identification cards, fines for oil spills, etc. The real estate rental transaction is the transaction of sharing some not-used areas of the head office for PGP, for example, to rent. The management can approve inter-company transaction in the event that such records are commercial agreements with general trading conditions with directors, executives, related persons, or persons with possible conflicts according to the regulations of the Stock Exchange of Thailand, the Capital Market Supervisory Board and the Office of the Securities and Exchange Commission, and the commercial agreement in the same way that a prudent would act with a general contracting party

in the same situation with commercial bargaining power without the influence of his/her status as a director, executive, related person, or person with possible conflicts (depending on the case); and it does not cause a transfer of benefits and/or can be shown that the price or conditions are reasonable or fair. And it is a formal agreement that has been approved by the Board of Directors or in accordance with principles that have already been approved by the Board of Directors.

9.2.4 Information on appraised assets and appraisal price in conjunction with the execution of related party transactions

Can be referred in attachment 4: assets for business undertaking and details of asset appraisal

Part 3 Financial Statement

Board of Directors' Responsibility Statement for the Financial Report

Report of the Board of Directors' Responsibilities for Financial Statements

The Board of Directors is responsible for the financial statements of Premier Tank Corporation Public Company Limited ("the Company"), including the financial information presented in the Form 56-1 One Report. These financial statements are prepared in accordance with generally accepted accounting standards, by selecting appropriate accounting policies and consistently applying them, and exercising careful judgment in their preparation, as well as providing sufficient disclosure of significant information in the notes to the financial statements, for the benefit of shareholders and investors with transparency.

The Board of Directors has established appropriate and effective risk management and internal control systems to reasonably ensure that the Company's information is accurate, complete, and sufficient to safeguard its assets, as well as to prevent fraud or significant operational irregularities.

The Board of Directors has appointed an Audit Committee to review accounting policies and the accuracy of financial reports, review internal control and internal audit systems to ensure that operations are controlled in accordance with good management principles, as well as review information and communication systems, follow-up, and risk management systems. The Company has approved the appointment of Audit House Co., Ltd. to prepare plans and conduct audits and reviews according to the plans approved by the Audit Committee. The opinion on this matter is presented in the Audit Committee's report, which is already shown in the Form 56-1 One Report.

The Company's financial statements have been audited by the Company's certified public accountant, DIA International Audit Co., Ltd. During the audit, the Board of Directors supported the management in preparing and disclosing information and various documents to enable the auditor to conduct an independent audit and express an opinion in accordance with generally accepted auditing standards. The auditor had no disagreements or differing opinions with the management or the Audit Committee. The auditor's opinion is presented in the auditor's report, which is already shown in the Form 56-1 One Report.

The Board of Directors is of the opinion that the Company's internal control and risk management systems are at a good level, sufficiently effective, and can reasonably assure that the operations of various systems within the Company are in accordance with good management principles, with appropriate risk management, and that the financial statements of the Company and its subsidiaries for the year ended December 31, 2025, are reliable, prepared in compliance with generally accepted accounting standards and correctly in accordance with relevant laws and regulations.



(Prof. Dr. Pornchai Chunchinda)

Chairman of the Board of Directors

Auditor's Report

PREMIER TANK CORPORATION PUBLIC COMPANY LIMITED

AND SUBSIDIARY

AUDITOR'S REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2025



INDEPENDENT AUDITOR'S REPORT

To The Shareholders of PREMIER TANK CORPORATION PUBLIC COMPANY LIMITED

Opinion

I have audited the accompanying consolidated and separate financial statements of PREMIER TANK CORPORATION PUBLIC COMPANY LIMITED AND SUBSIDIARY (the Group) and of PREMIER TANK CORPORATION PUBLIC COMPANY LIMITED (the Company), which comprise the consolidated and separate statements of financial position as at 31 December 2025, and the consolidated and separate statements of comprehensive income, consolidated and separate statements of changes in shareholders' equity and consolidated and separate statements of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information.

In my opinion, the accompanying consolidated and separate financial statements present fairly, in all material respects, the financial position of PREMIER TANK CORPORATION PUBLIC COMPANY LIMITED AND SUBSIDIARY and of PREMIER TANK CORPORATION PUBLIC COMPANY LIMITED as at 31 December 2025, and their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing. My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements section of my report. I am independent of the Company in accordance with the Code of Ethics for Professional Accountants including Independence Standards issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that are relevant to my audit of the financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matters

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



- 2 -

Recognition of rental and service income

The Company earns rental and service income, receives, retains, pays and mixes fuel from a major customer equivalent to 90.78% of the Company's revenue, primarily from dependence from a major customer, this creates a significant concentration of risks to the business. In addition, the contractual selling price is variable in accordance with the incremental rate of the general consumer price index. Since the amount recorded is material and directly affects to the Company's profit and loss. I, therefore, have addressed the recognition of rental and services income as key audit matter, with a focus on the actual income and the timing of revenue recognition.

I have obtained an assurance in respect of the recognition of rental and service income, relating to the actuality, accuracy and completeness of income by included,

- Obtained an understanding of the procedures and internal control system related to the recognition of rental and service income by making enquiry the persons who taken responsibility, obtained an understanding and made sampling test the operation of the designed controls.
- Checked the contract signed with the parties to verify that the contract validity is appropriate for the business strategy and ensure that the revenue recognition is conformed to the conditions specified in the contract.
- Comparative analysis of income data separated by stocks in order to check the potential irregularities in sales transactions throughout the accounting period, especially transactions made through journal vouchers.
- Tested by sampling the documents supporting the transaction during the year and near the end of the accounting period.
- Checked the credit notes issued by the Company after the end of the accounting period.

Impairment of property, plant and equipment, and intangible assets

As events shown in notes 27 to financial statements, the Company has a fuel depot whose service contract expired on 30 April 2025, and there is an indication that the property, plant and equipment, and related intangible assets may be impaired. As at 31 December 2025, such assets had net value of Baht 243.61 million which is a material amount. Accordingly, I have addressed to consider the impairment of the mentioned fuel depot as key audit matter.

I have obtained an understanding and evaluation in the following matters:

- Obtained an understanding of the significant information gathering system of the Management in respect of impairment testing process and recoverable value calculation.
- Key assumption used to estimate the expected future cash flows of such assets by obtaining an understanding the acquisition of such figures and compared key assumptions with the internal and external sources. Checked the estimated cash flows against actual operating results.
- Reviewed the expected recoverable value from the assessment results of the expert. Evaluated the reasonableness of the assumption used.
- Tested the impairment calculation by comparing the carrying value with recoverable value.

From the aforementioned conducts, I found that the key assumptions used by the Management for impairment testing of those assets, it is reasonable according to the evidence received.



Other Information

Management is responsible for the other information. The other information comprises information in the annual report of the Group, but does not include the consolidated and separate financial statements and my auditor's report thereon, which I obtained prior to the date of this auditor's report, and the annual report of the Group, which is expected to be made available to me after that date.

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

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

If, based on the work I have performed on the other information that I obtained prior to the date of this auditor's report, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Consolidated and Separate Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with Thai Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of the consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

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

Those charged with governance are responsible for overseeing the Group's financial reporting process.



- 4 -

Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements

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

As part of an audit in accordance with Thai Standards on Auditing, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

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



- 5 -

- Evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the Group or business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

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

I also provide those charged with governance with a statement that I have complied with the Code of Ethics for Professional Accountants regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

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

D I A International Audit Co., Ltd.

(Mrs. Suvimol Chrityakierne)

C.P.A. (Thailand)

Registration No. 2982

25 February 2026

Financial Statements

PREMIER TANK CORPORATION PUBLIC COMPANY LIMITED AND SUBSIDIARY

STATEMENTS OF FINANCIAL POSITION

AS AT 31 DECEMBER 2025

(Unit : Baht)

	Note	Consolidated		Separate	
		financial statements		financial statements	
		2025	2024	2025	2024
ASSETS					
CURRENT ASSETS					
Cash and cash equivalents	6	60,656,816.50	139,081,565.24	60,559,790.13	134,529,097.24
Trade and other current receivables	7	11,075,664.15	22,423,229.96	10,456,434.39	22,070,494.83
Short-term loans to subsidiary	5	-	-	200,000.00	-
Other current financial assets	8	342,294,229.98	250,988,299.77	342,294,229.98	250,988,299.77
Other current assets		1,279,600.21	1,331,371.35	1,279,600.21	1,331,371.35
TOTAL CURRENT ASSETS		415,306,310.84	413,824,466.32	414,790,054.71	408,919,263.19
NON-CURRENT ASSETS					
Fixed deposits pledged as collateral	9	20,000,000.00	20,000,000.00	20,000,000.00	20,000,000.00
Investments in subsidiary	10	-	-	7,999,990.00	7,999,990.00
Investment properties	11	39,438,322.51	39,438,322.51	39,438,322.51	39,438,322.51
Property, plant and equipment	12	424,037,299.22	441,014,715.91	414,859,898.55	435,936,557.57
Right-of-use assets	13	1,165,831.34	1,547,992.77	1,165,831.34	1,547,992.77
Intangible assets	14	2,195,001.67	2,790,081.51	2,195,001.67	2,790,081.51
Deferred tax assets	18	1,051,006.50	967,377.03	982,596.51	967,377.03
Other non-current assets		2,016,803.15	1,116,964.15	2,016,803.15	1,116,964.15
TOTAL NON-CURRENT ASSETS		489,904,264.39	506,875,453.88	488,658,443.73	509,797,285.54
TOTAL ASSETS		905,210,575.23	920,699,920.20	903,448,498.44	918,716,548.73

The accompanying notes to financial statements formed an integral part of these financial statements.

PREMIER TANK CORPORATION PUBLIC COMPANY LIMITED AND SUBSIDIARY

STATEMENTS OF FINANCIAL POSITION (Cont'd)

AS AT 31 DECEMBER 2025

(Unit : Baht)

	Note	Consolidated		Separate	
		financial statements		financial statements	
		2025	2024	2025	2024
LIABILITIES AND SHAREHOLDERS' EQUITY					
CURRENT LIABILITIES					
Trade and other current payables	15	3,715,685.02	6,770,756.15	3,679,978.25	6,740,756.15
Current portion of					
- Lease liabilities	16	490,858.63	569,000.59	490,858.63	569,000.59
Corporate income tax payable		-	1,265,748.30	-	1,265,748.30
Other current liabilities		83,383.79	73,489.77	83,383.79	73,489.77
TOTAL CURRENT LIABILITIES		4,289,927.44	8,678,994.81	4,254,220.67	8,648,994.81
NON-CURRENT LIABILITIES					
Lease liabilities	16	694,369.87	999,623.26	694,369.87	999,623.26
Employee benefit obligations	17	4,893,585.57	4,678,730.09	4,893,585.57	4,678,730.09
Deferred tax liabilities	18	4,482,348.93	3,599,900.84	4,482,348.93	3,599,900.84
Other non-current liabilities		5,100.00	9,200.00	5,100.00	9,200.00
TOTAL NON-CURRENT LIABILITIES		10,075,404.37	9,287,454.19	10,075,404.37	9,287,454.19
TOTAL LIABILITIES		14,365,331.81	17,966,449.00	14,329,625.04	17,936,449.00

The accompanying notes to financial statements formed an integral part of these financial statements.

PREMIER TANK CORPORATION PUBLIC COMPANY LIMITED AND SUBSIDIARY

STATEMENTS OF FINANCIAL POSITION (Cont'd)

AS AT 31 DECEMBER 2025

(Unit : Baht)

	Notes	Consolidated		Separate	
		financial statements		financial statements	
		2025	2024	2025	2024
LIABILITIES AND SHAREHOLDERS' EQUITY (Cont'd)					
SHAREHOLDERS' EQUITY					
Share capital					
Registered share capital					
410,000,000 ordinary shares of Baht 0.50 each		205,000,000.00	205,000,000.00	205,000,000.00	205,000,000.00
Issued and paid-up share capital					
410,000,000 ordinary shares of Baht 0.50 each		205,000,000.00	205,000,000.00	205,000,000.00	205,000,000.00
Share premium		313,358,450.00	313,358,450.00	313,358,450.00	313,358,450.00
Retained earnings					
Appropriated					
Legal reserve	19	20,500,000.00	20,500,000.00	20,500,000.00	20,500,000.00
Unappropriated		350,041,511.69	361,884,338.95	350,260,423.40	361,921,649.73
TOTAL OWNERS OF THE COMPANY		888,899,961.69	900,742,788.95	889,118,873.40	900,780,099.73
Non-controlling interests		1,945,281.73	1,990,682.25	-	-
TOTAL SHAREHOLDERS' EQUITY		890,845,243.42	902,733,471.20	889,118,873.40	900,780,099.73
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY		905,210,575.23	920,699,920.20	903,448,498.44	918,716,548.73

The accompanying notes to financial statements formed an integral part of these financial statements.

PREMIER TANK CORPORATION PUBLIC COMPANY LIMITED AND SUBSIDIARY

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 DECEMBER 2025

(Unit : Baht)

	Notes	Consolidated		Separate	
		financial statements		financial statements	
		2025	2024	2025	2024
Rental and services income		78,056,208.85	139,785,608.66	78,056,208.85	139,785,608.66
Costs of rental and services		(35,378,085.30)	(55,822,895.46)	(35,378,085.30)	(55,822,895.46)
Gross profit		42,678,123.55	83,962,713.20	42,678,123.55	83,962,713.20
Other income		540,340.63	381,844.53	540,340.63	381,844.42
Profit before expenses		43,218,464.18	84,344,557.73	43,218,464.18	84,344,557.62
Administrative expenses		(42,016,021.71)	(34,222,222.42)	(41,713,356.26)	(34,142,201.84)
Profit (Loss) from operating activities		1,202,442.47	50,122,335.31	1,505,107.92	50,202,355.78
Finance income		7,383,597.98	8,077,852.14	7,376,343.97	8,044,470.20
Finance costs		(175,978.35)	(218,804.72)	(175,978.35)	(218,804.72)
Profit (Loss) before income tax expense		8,410,062.10	57,981,382.73	8,705,473.54	58,028,021.26
Tax expense	18	(1,028,618.70)	(11,008,247.46)	(1,097,028.69)	(11,008,247.46)
Profit (Loss) for the year		7,381,443.40	46,973,135.27	7,608,444.85	47,019,773.80
Other comprehensive income :					
Items that will not be reclassified to profit or loss					
Gains (losses) on re-measurements of defined benefit plans		-	(257,288.73)	-	(257,288.73)
Income tax relating to items that will not be reclassified to profit or loss		-	51,457.75	-	51,457.75
Other comprehensive income (expense) for the year - net of tax		-	(205,830.98)	-	(205,830.98)
Total comprehensive income (expense) for the year		7,381,443.40	46,767,304.29	7,608,444.85	46,813,942.82
Profit (loss) attributable to:					
Owners of the Company		7,426,843.92	46,982,463.02	7,608,444.85	47,019,773.80
Non-controlling interests		(45,400.52)	(9,327.75)	-	-
		7,381,443.40	46,973,135.27	7,608,444.85	47,019,773.80
Total comprehensive income (expense) attributable to :					
Owners of the Company		7,426,843.92	46,776,632.04	7,608,444.85	46,813,942.82
Non-controlling interests		(45,400.52)	(9,327.75)	-	-
		7,381,443.40	46,767,304.29	7,608,444.85	46,813,942.82
Earnings per share					
Basic earnings (Loss) per share		0.02	0.11	0.02	0.11
Weighted average number of common shares (unit : shares)		410,000,000	410,000,000	410,000,000	410,000,000

The accompanying notes to financial statements formed an integral part of these financial statements.

PREMIER TANK CORPORATION PUBLIC COMPANY LIMITED AND SUBSIDIARY
STATEMENT OF CHANGES IN SHAREHOLDERS' EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2025

(Unit : Baht)

		Consolidated financial statements						
		Owners of the Company				Non-controlling	Total	
		Issued and	Share premium	Retained earnings (deficit)		Total owners	interests	
		paid-up share capital		Appropriated	Unappropriated	of the Company	shareholders' equity	
Notes				Legal reserve				
	Balance as at 1 January 2024	205,000,000.00	313,358,450.00	20,500,000.00	345,856,372.49	884,714,822.49	-	884,714,822.49
	Changes in shareholders' equity for the year :							
	Dividends paid	-	-	-	(30,748,665.58)	(30,748,665.58)	-	(30,748,665.58)
	Paid-up of ordinary share of subsidiary from non-controlling interests	-	-	-	-	-	2,000,010.00	2,000,010.00
	Profit (Loss) for the year	-	-	-	46,982,463.02	46,982,463.02	(9,327.75)	46,973,135.27
	Other comprehensive income (expense) for the year	-	-	-	(205,830.98)	(205,830.98)	-	(205,830.98)
	Balance as at 31 December 2024	<u>205,000,000.00</u>	<u>313,358,450.00</u>	<u>20,500,000.00</u>	<u>361,884,338.95</u>	<u>900,742,788.95</u>	<u>1,990,682.25</u>	<u>902,733,471.20</u>
	Balance as at 1 January 2025	205,000,000.00	313,358,450.00	20,500,000.00	361,884,338.95	900,742,788.95	1,990,682.25	902,733,471.20
	Changes in shareholders' equity for the year :							
	Dividends paid	-	-	-	(19,269,671.18)	(19,269,671.18)	-	(19,269,671.18)
	Profit (Loss) for the year	-	-	-	7,426,843.92	7,426,843.92	(45,400.52)	7,381,443.40
	Balance as at 31 December 2025	<u>205,000,000.00</u>	<u>313,358,450.00</u>	<u>20,500,000.00</u>	<u>350,041,511.69</u>	<u>888,899,961.69</u>	<u>1,945,281.73</u>	<u>890,845,243.42</u>

The accompanying notes to financial statements formed an integral part of these financial statements.

PREMIER TANK CORPORATION PUBLIC COMPANY LIMITED AND SUBSIDIARY
STATEMENT OF CHANGES IN SHAREHOLDERS' EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2025

(Unit : Baht)

	Notes	Separate financial statements				Total shareholders' equity
		Issued and paid-up share capital	Share premium	Retained earnings		
				Appropriated	Unappropriated	
				Legal reserve		
Balance as at 1 January 2024		205,000,000.00	313,358,450.00	20,500,000.00	345,856,372.49	884,714,822.49
Changes in shareholders' equity for the year :						
Dividends paid	21	-	-	-	(30,748,665.58)	(30,748,665.58)
Profit (Loss) for the year		-	-	-	47,019,773.80	47,019,773.80
Other comprehensive income (expense) for the year		-	-	-	(205,830.98)	(205,830.98)
Balance as at 31 December 2024		<u>205,000,000.00</u>	<u>313,358,450.00</u>	<u>20,500,000.00</u>	<u>361,921,649.73</u>	<u>900,780,099.73</u>
Balance as at 1 January 2025		205,000,000.00	313,358,450.00	20,500,000.00	361,921,649.73	900,780,099.73
Changes in shareholders' equity for the year :						
Dividends paid	21	-	-	-	(19,269,671.18)	(19,269,671.18)
Profit (Loss) for the year		-	-	-	7,608,444.85	7,608,444.85
Balance as at 31 December 2025		<u>205,000,000.00</u>	<u>313,358,450.00</u>	<u>20,500,000.00</u>	<u>350,260,423.40</u>	<u>889,118,873.40</u>

The accompanying notes to financial statements formed an integral part of these financial statements.

PREMIER TANK CORPORATION PUBLIC COMPANY LIMITED AND SUBSIDIARY

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2025

(Unit : Baht)

	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Cash flows from operating activities				
Profit (Loss) for the year	7,381,443.40	46,973,135.27	7,608,444.85	47,019,773.80
Add Adjustments to reconcile net profit (loss) to cash received (paid)				
from operating activities:				
Tax expense	1,028,618.70	11,008,247.46	1,097,028.69	11,008,247.46
Depreciation and amortization	22,601,475.52	23,624,475.42	22,566,480.23	23,624,475.42
(Gain) Loss on disposal of assets	(8,342.32)	1,323,555.26	(8,342.32)	1,323,555.26
Employee benefit obligations	555,829.39	516,910.02	555,829.39	516,910.02
Finance income	(7,383,597.98)	(8,077,852.14)	(7,376,343.97)	(8,044,470.20)
Finance costs	175,978.35	218,804.72	175,978.35	218,804.72
Profit (loss) from operations before changes in operating assets and liabilities	24,351,405.06	75,587,276.01	24,619,075.22	75,667,296.48
Decrease (increase) in operating assets;				
Trade and other current receivables	12,700,400.59	13,643,754.44	12,967,154.74	13,996,155.75
Other current assets	51,771.14	119,242.58	51,771.14	119,242.58
Other non-current assets	(899,839.00)	(74,913.00)	(899,839.00)	(74,913.00)
Increase (decrease) in operating liabilities;				
Trade and other current payables	(3,055,071.13)	545,277.76	(3,060,777.90)	515,277.76
Employee benefit paid	(453,620.16)	(128,411.93)	(453,620.16)	(128,411.93)
Other current liabilities	(4,100.00)	(6,700.00)	(4,100.00)	(6,700.00)
Cash generated (paid) from operations	32,690,946.50	89,685,525.86	33,219,664.04	90,087,947.64
Income tax paid	(4,064,850.83)	(14,597,200.07)	(4,065,110.35)	(14,596,866.25)
Net cash provided by operating activities	28,626,095.67	75,088,325.79	29,154,553.69	75,491,081.39

The accompanying notes to financial statements formed an integral part of these financial statements.

PREMIER TANK CORPORATION PUBLIC COMPANY LIMITED AND SUBSIDIARY

STATEMENT OF CASH FLOWS (Cont'd)

FOR THE YEAR ENDED 31 DECEMBER 2025

(Unit : Baht)

	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Cash flows from investing activities				
Payments for loans to subsidiary	-	-	(200,000.00)	-
Other current financial assets	(91,305,930.21)	(250,897,427.47)	(91,305,930.21)	(250,897,427.47)
Fixed deposits pledged as collateral	-	-	-	-
Purchase of assets	(4,389,964.62)	(8,233,460.08)	(255,727.00)	(3,155,301.74)
Disposal of assets	8,878.51	17,821.50	8,878.51	17,821.50
Payments for investment in subsidiary	-	-	-	(7,999,990.00)
Interest received	8,600,065.65	6,890,023.99	8,592,811.64	6,856,642.05
Net cash used in investing activities	(87,086,950.67)	(252,223,042.06)	(83,159,967.06)	(255,178,255.66)
Cash flows from financing activities				
Payments for lease liabilities	(640,784.48)	(796,165.50)	(640,784.48)	(796,165.50)
Proceeds on ordinary shares from non-controlling interests	-	2,000,010.00	-	-
Interest paid	(63,332.10)	(95,651.70)	(63,332.10)	(95,651.70)
Dividends paid	(19,259,777.16)	(30,730,558.75)	(19,259,777.16)	(30,730,558.75)
Net cash provided by (used in) financing activities	(19,963,893.74)	(29,622,365.95)	(19,963,893.74)	(31,622,375.95)
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	(78,424,748.74)	(206,757,082.22)	(73,969,307.11)	(211,309,550.22)
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR	139,081,565.24	345,838,647.46	134,529,097.24	345,838,647.46
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	60,656,816.50	139,081,565.24	60,559,790.13	134,529,097.24

The accompanying notes to financial statements formed an integral part of these financial statements.

Notes to the Financial Statements

PREMIER TANK CORPORATION PUBLIC COMPANY LIMITED AND SUBSIDIARY
NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

1. GENERAL INFORMATION

Registration	:	Premier Tank Corporation Company Limited was incorporated as a limited company under the Thai Civil and Commercial Code. The Company converted a public company limited and changed its title name to “Premier Tank Corporation Public Company Limited” and with the Ministry of Commerce on 29 April 2019.
Head office	:	2034/69 Ital Thai Tower, 15th Floor, New Petchburi Road, Bang Kapi, Huai Khwang, Bangkok.
Branch office 1	:	111 Moo 10 Kut Nam Sai Subdistrict, Nam Phong District, Khon Kaen.
Branch office 2	:	111 Moo 5 Nong Bua Subdistrict, Kanthararom District, Si Sa Ket.
Type of business	:	The Company is engaged in oil and fuel tank farm services for receiving, storage, distributing and blending petroleum products and other hazardous substances.

Major shareholders of the Company are Burapapattanapong family (both person and company).

2. BASIS OF FINANCIAL STATEMENTS PREPARATION

2.1 Financial statements preparation

The Group’s financial statements have been prepared in accordance with Thai Financial Reporting Standards (TFRS); including interpretations and guidelines promulgated by the Federation of Accounting Professions (FAP) and the regulation of The Stock Exchange of Thailand (SET) dated 2 October 2017, regarding the preparation and submission of financial statements and reports for the financial performance of the listed companies B.E. 2560. The format of presentation of the financial statements is not significantly different from the Notification of the Department of Business Development regarding the condensed form should be included in the financial statements B.E. 2566 dated 27 October 2023.

The financial statements in Thai language are mainly used as a statutory financial statements, an English version of financial statements have been translated from Thai financial statements.

The Group's financial statements have been prepared under the historical cost convention, except as transaction disclosed in related accounting policy.

These consolidated financial statements consist of financial statements of Premier Tank Corporation Public Company Limited which is a parent company and the financial statements of subsidiary in which Premier Tank Corporation Public Company Limited, held its share capital or has significantly power to control such subsidiary as below:

<u>Subsidiary name</u>	<u>Percentage of investment (%)</u>	<u>Type of business</u>	<u>Relationship</u>
Hydro Genius Company Limited	79.99	Produce, procure and sell tap water filtration systems for household consumption	Subsidiary

2.2 Transaction with related parties

Inter-company transactions have been eliminated in the consolidated financial statements.

2.3 The consolidated financial statements have been presented financial position and results of operations of Premier Tank Corporation Public Company Limited and its subsidiary. The usefulness of transaction of consolidated financial statements for other purposes may be limited due to the difference business of those consolidated companies.

2.4 New financial reporting standards that became effective in the current year

The Group has adopted a number of revised financial reporting standards and interpretations, which are effective for the financial statements for fiscal year beginning on or after 1 January 2025. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards.

The adoption of these financial reporting standards does not have any significant impact on the Group's financial statements.

2.5 Financial reporting standards that will become effective for the financial statements for the fiscal year beginning on or after 1 January 2026

The Federation of Accounting Professions has announced for adoption a number of revised financial reporting standards, which are effective for the financial statements for fiscal year beginning on or after 1 January 2026. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with the most of the changes directed towards clarifying accounting treatment and providing according guidance for users of the standards.

The management of the Group believes that the adoption of these revisions will not have any significant impact on the Group's financial statements.

3. MATERIAL ACCOUNTING POLICY INFORMATION

3.1 Revenues and expenses recognition

3.1.1 Revenue is recognised when a customer obtains the services in an amount that reflects the consideration to which the Company expects to be entitled, excluding, value added tax by presenting net of deduction from any trade discounts and volume rebates.

3.1.2 Services income from distributing and blending petroleum products are recognised when the services has been rendered. The related costs are recognised in profit or loss when they are incurred.

3.1.3 Rental revenue is recognised by straight-line method on over the period of the lease.

3.1.4 Interest income is calculated using the effective interest method and recognised on an accrual basis.

3.1.5 Income and expenses are recognised on an accrual basis.

3.1.6 Finance cost, interest expense from financial liabilities measured at amortised cost, are calculated by using the effective interest method and are recognised on an accrual basis.

3.2 Cash and cash equivalents

Cash and cash equivalents mean cash and deposit at banks which an original maturity is three-months or less from the deposit date and are not subject to the restriction on withdrawal.

3.3 Trade accounts receivable

Trade accounts receivable are amounts due from customer for services rendered in the ordinary course of business.

Trade accounts receivable is initially recognised at the amount of consideration that is unconditional unless they contain significant financing components when they are recognised at present value.

Trade accounts receivable is measured at transaction price less impairment for expected credit losses which assesses from the analysis of debt collection experiences together with the forecasts of expected collectability in the future. Bad debt is written off in the statement of profit or loss when incurred.

3.4 Financial instruments

Recognition and derecognition

Financial assets and financial liabilities are recognised when the Company becomes a party to the contractual provisions of the financial instrument.

Financial assets are derecognised when the contractual rights to the cash flows from the financial assets expire, or when the financial assets and substantially all the risks and rewards are transferred.

Financial liabilities are derecognised when they are extinguished, discharged, cancelled, or expired.

Classification and initial measurement of financial assets

The Company classified financial assets into the categorised (1) amortised cost (2) fair value through other (FVTOCI) comprehensive income or (3) fair value through profit or loss (FVTPL) based on 2 criteria as follow;

- The entity's business model for managing the financial asset, and
- The contractual cash flow characteristics of the financial asset.

All income and expenses relating to financial assets that are recognised in profit or loss are presented within finance costs, finance income or other financial items, except for impairment of trade receivables which is presented within other expenses.

At initial recognition, the financial assets (in the case of a financial asset not at FVTPL) are initially recognised at its fair value plus or minus transaction costs that are directly attributable to the acquisition of the financial assets. Transaction costs of financial assets carried at FVTPL are expensed in profit or loss.

The Company does not have any financial assets categorised and measured at fair value through other comprehensive income and fair value through profit or loss.

Subsequent measurement of financial assets

Financial assets at amortised cost

Financial assets are measured at amortised cost if the assets meet the following conditions:

- The Company held such financial assets within a business model whose objective is to hold the financial assets and collect its contractual cash flows, and
- The contractual terms of the financial assets give rise to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets are subsequently measured at amortised cost using the effective interest method and are subjected to impairment which is recognised in the profit or loss as a separate item.

Impairment of financial assets

The Company assesses on a forward-looking basis the expected credit loss associated with its debt instruments carried at amortised cost and FVTOCI (if any). The impairment methodology applied depends on whether there has been a significant increase in credit risk.

Classification and initial measurement of financial liabilities

The Company classifies the financial instruments issued by the Company as financial liabilities or equity securities by considering contractual obligations.

The Company initially recognised the financial liabilities at fair value and adjusted with transaction costs that are directly attributable to the acquisition of the financial liabilities.

Subsequent measurement of financial liabilities

Financial liabilities are subsequently measured at amortised cost using the effective interest method and are expensed in the profit or loss except derivative liabilities are measured at fair value through profit or loss (FVTPL).

3.5 Investment in subsidiary

Investment in subsidiary in separate financial statements is stated at the cost method, less allowance for impairment (if any). Dividend income is recognised in profit or loss when the Company's right to receive payment has been established.

3.6 Investment properties

Investment properties are properties held to earn rental or for capital appreciation or both, and that is not held for operations.

Investment property is measured at cost less allowance for impairment on assets (if any).

3.7 Property, plants and equipment

The stated land at cost less provision for impairment (if any).

Building and equipment are stated at cost less accumulated depreciation and provision for impairment (if any). Cost includes costs directly attributable to bringing the asset to the location and condition necessary for intended use.

Depreciation is charged to expenses in statements of comprehensive income and calculated on a straight-line basis over the estimated useful lives of assets and determined separately for each significant parts of assets with the cost that is significant in relation to the total cost of the assets item. The estimated useful lives of assets are follows:

	<u>Years</u>
Land improvement	5
Buildings	10 - 40
Oil depots	20 - 25
Equipment	5 - 20
Vehicles	5
Computer	3 - 5
Fixtures	5

3.8 Right-of-use assets and Lease liabilities

Lease Agreement – Where the Company is the lessee

The Company recognised the right-of-use assets and lease liabilities at the lease commencement date when the Company can access to asset under the lease. Rights-of-use assets recognised by cost which consists of the initially identified amount of the lease liability, initial direct costs, estimates of reconditioning costs, and rental payments paid before or on the contract's date, net of incentive received under the lease.

The Company depreciates the right-of-use assets on a straight-line basis by following shorten useful life between a life of asset and the lease term, which includes assessing the impairment of right-of-use assets when there is an indicator.

At the commencement date, the Company recognised initial lease liabilities at present value of lease payments, discounted using the interest rate implicit in the contract. If the implicit rate is not readily available, the Company uses incremental borrowing rate for discounting.

Lease payment included in the measurement of the lease liabilities are made up of fixed payments. (including in substance fixed), variable payments based on an index or rate, amount expected to be payable under a residual value guarantee and payments arising from option reasonably certain to be exercised by the Company.

Subsequent to initial measurement, the lease liabilities will be reduced for payment made and increased for interest. It is remeasured to reflect any reassessment or modification, or if there are changes in in-substance fixed payments. When the lease liabilities are remeasured, the corresponding adjustment is reflected in the right-of-use assets, or profit and loss if the right-of-use asset is already reduced to zero.

The payments in relation to short-term leases or leases of low-value assets will be recognised as expenses in profit or loss on a straight-line basis over the lease term. The short-term lease is a lease with a lease term less than or equal to 12 months. Low-value assets included lease of computer equipment and small office equipment.

Lease Agreement - Where the Company is the lessor

When the Company is the lessor, the Company considers at the commencement date of the contract whether it transfers substantially all the risks and rewards incidental to ownership of the underlying assets. If yes, these lease agreements are classified as a finance lease. If not, they are classified as an operating lease.

3.9 Intangible assets

Intangible assets with finite useful lives that are acquired separately are carried at cost less accumulated amortisation and provision for impairment (if any). Amortisation is recognised on a straight-line basis over the expected economic benefit generating period from the date when they will be available for use.

The expected economic benefit generating period is below:

	<u>Years</u>
Computer software	5 - 10

3.10 Impairment of non-financial assets

The Company has assessed the impairment of investment properties, property, plants and equipment, right-of-use assets and intangible assets whenever events or changes indicate that the carrying amount of assets exceeds its recoverable value. The impairment loss will be recognised in statements of comprehensive income. The Company will reverse the impairment loss whenever there is no longer impairment or reduction in impairment.

Recoverable value of asset is either the net selling price or value from utilization of that asset, whichever is higher. The impairment will be estimated from each item of assets or each asset unit generating cash flow, whichever is practical.

3.11 Employee benefits

3.11.1 Provident fund

The Company has established provident fund under the defined contribution plan. The fund's assets are separated entities which are administered by the outsider fund manager. The Company and employees made contribution into such provident fund. The Company's contribution to the provident fund were recorded as expenses in statements of comprehensive income in the period in which they are incurred.

3.11.2 Employee benefits

The Company provides for post-employment benefits, payable to employees under the Thai Labor Law. The present value of employee benefit liabilities recognised in the statements of financial position is estimated on an actuarial basis using Projected Unit Credit Method. The calculation was made by utilizing various assumptions about future events. The Company is responsible for the selection of appropriate assumptions. The assumptions used in determining the net period cost for employee benefits include the discount rate, the rate of salary increment, and employee turnover. Any changes in these assumptions will impact the net periodic cost recorded for employee benefits. On an annual basis, the Company determines the appropriate discount rate, which represents the interest rate that should be used to determine the present value of future cash flows currently expected to be required to settle the employee benefits. In determining the appropriate discount rate, the Company considers the market yield based on Thai government bonds with currency and term similar to the estimated term of benefit obligation.

Actuarial gains and losses arising from defined benefits plans are recognised immediately in other comprehensive income.

Past service costs are immediately recognised in profit or loss on the earlier of the date of the plan amendment or curtailment and the date that the Company recognises restructuring-related costs.

3.12 Related person and party transactions

Related person and parties comprise individuals or enterprises that control, or are controlled by, the Company, whether directly or indirectly, or which are under common control with the Company. They also include associated companies and individuals or enterprises which directly or indirectly own a voting interest in the Company that gives them significant influence over the Company, key management personnel, directors, and officers with authority in the planning and direction of the Company's operations.

3.13 Basic earnings per share

Basic earnings per share are determined by dividing the profit by the weighted average number of common shares outstanding during the year.

3.14 Income tax expenses

Income tax expenses for the accounting period comprises current tax and deferred tax.

3.14.1 Current tax

The Company recorded income tax to be paid in each period as expenses in that period and calculated income tax in conditions as prescribed by the Revenue Code.

3.14.2 Deferred tax

Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they adjust, using tax rates enacted or substantively enacted at the reporting date.

Deferred tax liabilities are recognised for all taxable temporary differences. Deferred tax assets are recognised for all deductible temporary differences and carry forward of unused tax losses, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax losses can be utilised.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised.

Deferred tax is recognised directly to shareholders' equity, except to the extent that it relates to items recognised directly in equity.

3.15 Segment reporting

Segment results that are reported to the executive committee (chief operating decision maker) include items directly attributable to a segment as well as those that can be allocated on a reasonable basis.

3.16 Accounting estimates

Preparation of financial statements in conformity with Thai Financial Reporting Standards required the management to make several estimation and assumption which affect the reported amounts in the financial statements and notes related thereto. Consequent actual results may differ from these estimates.

3.17 Provisions

The Company recognises a provision when an entity has a present legal or constructive obligation as a result of a past event. It is probable that an outflow of economic benefits resources will be required to settle the obligation and reliable estimate can be made of the amount of the obligation. If some or all the expenditure is required to settle a provision, is expected to be reimbursed when it is virtually certain that reimbursement will be received if the Company settles the obligation. The amount recognised should not exceed the amount of the provision.

3.18 Measurement of fair values

A number of the Company accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities.

The Company has an established control framework with respect to the measurement of fair values. This includes a valuation team that has overall responsibility for overseeing all significant fair value measurements, including level 3 fair values, and reports directly to CFO.

The valuation team regularly reviews significant unobservable inputs and valuation adjustments. If third party information, such as broker quotes or pricing services, is used to measure fair values, then the valuation team assesses the evidence obtained from the third parties to support the conclusion that such valuations meet the requirements of TFRS, including the level in the fair value hierarchy in which such valuation should be classified.

Significant valuation issues are reported to the Company Audit Committee when measuring the fair value of an asset or a liability, the Group use market observable data as fair as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access.
- Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liabilities, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

If the inputs used to measure the fair value of an asset or liability might be categorised in different levels of the fair value hierarchy, then the fair value measurement is categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

4. CRITICAL ACCOUNTING ESTIMATES, ASSUMPTION AND JUDGMENT

The preparation of financial statements in conformity with Thai Financial Reporting Standards at times requires management to make subjective judgments and estimates regarding matters that are inherently uncertain. These judgments and estimates affect reported amounts in the financial statements and disclosures in notes to financial statements; and actual results could differ from these estimates. Significant judgments and estimates are as follows:

4.1 Allowance for expected credit losses of trade accounts receivable

The Company recognised allowance for expected credit losses for reflecting to the impairment of trade accounts receivable from inability collection.

The Company uses the simplified approach in accordance with Financial Reporting Standards 9 to measure lifetime expected credit losses of trade accounts receivable as this item do not have a significant financing component.

In determining an allowance for expected credit losses of trade receivables, the management needs to make judgment and estimates based upon, among other things, past collection history, aging profile of outstanding debts and the forecast economic condition for groupings of various customer segments with similar credit risks. The Company's historical credit loss experience and forecast economic conditions may also not be representative of whether a customer will actually default in the future.

4.2 Plant, equipment and intangible assets

Management regularly determines the estimated useful lives and residual values of the Company's plant, equipment and intangible assets, and will review the depreciation and amortisation where useful lives and residual values previously estimated have changed or subjected to be written down for their technical obsolescence or if they are no longer in used.

4.3 Leases

Determine the lease terms

The Company shall determine the lease term is reasonably certain to exercise an option to extend a lease, or not to exercise an option to terminate a lease, the Company shall consider all relevant facts and circumstances that create an economic incentive for the lessee to exercise the option to extend the lease, or not to exercise the option to terminate the lease.

For rental of investment properties, the main factor involved in determining the age is the project duration and objectives for assets usage.

Option to extend the lease term of vehicle leases and other assets are not included in the lease liability since the Company considers 1) the condition of the leased assets and/ or 2) the assets' replacement will not incur material costs.

The Company shall revise the lease term if there is a change in the non-cancellable of a lease which may be caused by the Company exercises (or not exercise) or the Company has an obligation to exercise (or not exercise) the option. The reasonably certain assessment incurs upon the occurrence of either a significant event or a significant change in circumstances which have an impact on assessment of the lease term and is under control of the Company.

Determination of discount rate applied to lease liabilities

The Company determines the incremental borrowing rate as follows:

- a. Where possible, use the information that the Company (as a lessee) derived from third party in financing and adjust to reflect the change of financial factor of the lessee.
- b. Make adjustment specific to the lease, e.g., lease term and collateral.

4.4 Impairment of assets

The Company treats assets as impaired when there is significant or prolonged decline in their fair value below costs or where other objective evidence of impairment exists. The determination of what is “significant” or “prolonged” requires management judgment.

4.5 Post-employment benefits (defined benefit plans)

The obligation under defined benefit plan is determined based on actuarial techniques. Inherent within these calculations are assumptions as to discount rates, future salary increases, mortality rates and other demographic factors. In determining the appropriate discount rate, management selects an interest rate that reflects the current economic situation. The mortality rate is based on publicly available mortality table for the country. Actual post-retirement costs may ultimately differ from these estimates.

4.6 Deferred tax assets

The extent to which deferred tax assets can be recognised is based on an assessment of the probability of the Company’s future taxable income against which the deductible temporary differences can be utilised. In addition, management judgment is required in assessing the impact of any legal or economic limits or uncertainties in various tax jurisdictions.

5. RELATED PERSON AND PARTY TRANSACTIONS

The Group has significant transactions with its related person and parties. These transactions are negotiated based on agreed upon bases which might be different from the bases used for transactions with unrelated person and parties.

The related parties include the following:

Company	Relationship	Transactions	Pricing policy
Premier Green Power Co., Ltd.	Common shareholders and directors	Other income - rental	Market price
AF Innovation Co., Ltd.	Common shareholders and directors of subsidiaries	Hire of develop and design of prototype products	Agreed price based on market price
Hydro Genius Co., Ltd	Subsidiaries	Short-term loans (Promissory notes due within 1 year)	Interest rate as agreed in the contract

Significant transactions with related person and parties for the year ended 31 December 2025 and 2024, are as follows:

	(Unit : Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Premier Green Power Co., Ltd.				
Other income - rental	102,000.00	102,000.00	102,000.00	102,000.00
Hydro Genius Company Limited				
Finance income - interest	-	-	176.71	-
Management's remuneration				
Short-term benefits	14,656,885.00	15,044,693.33	14,656,885.00	15,044,693.33
Post-employment benefits	479,916.44	486,926.51	479,916.44	486,926.51
Total	<u>15,136,801.44</u>	<u>15,531,619.84</u>	<u>15,136,801.44</u>	<u>15,531,619.84</u>

Significant balances with related person and parties as at 31 December 2025 and 2024, are as follows:

	(Unit : Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Key management personnel benefits obligation				
Post-employment benefits	3,766,905.34	3,631,714.02	3,766,905.34	3,631,714.02
AF Innovation Co., Ltd.				
Work in progress - prototype products	6,921,773.15	5,078,158.34	-	-
Hydro Genius Company Limited				
Short-term loans	-	-	200,000.00	-

6. CASH AND CASH EQUIVALENTS

	(Unit : Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Cash on hand	20,214.00	53,244.00	18,524.00	48,326.00
Current accounts	230,033.05	253,664.55	230,033.05	253,664.55
Savings deposit	60,406,569.45	98,774,656.69	60,311,233.08	94,227,106.69
Fixed deposits with 3 months maturity	-	40,000,000.00	-	40,000,000.00
Total	<u>60,656,816.50</u>	<u>139,081,565.24</u>	<u>60,559,790.13</u>	<u>134,529,097.24</u>

7. TRADE AND OTHER CURRENT RECEIVABLES

(Unit : Baht)

	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Trade accounts receivable	5,600,000.00	18,415,317.39	5,600,000.00	18,415,317.39
Other current receivables				
Prepaid expenses	909,095.56	973,910.80	906,489.21	973,910.80
Accrued interest income	1,340,921.04	2,557,388.71	1,340,921.04	2,557,388.71
Withholding tax	2,569,636.27	333.82	2,569,561.97	-
Others	656,011.28	476,279.24	39,462.17	123,877.93
Total other current receivables	<u>5,475,664.15</u>	<u>4,007,912.57</u>	<u>4,856,434.39</u>	<u>3,655,177.44</u>
Total trade and other current receivables	<u>11,075,664.15</u>	<u>22,423,229.96</u>	<u>10,456,434.39</u>	<u>22,070,494.83</u>
Aging of accounts receivable				
Not yet due	5,600,000.00	18,415,317.39	5,600,000.00	18,415,317.39

There is no allowance for expected credit losses for trade accounts receivable.

8. OTHER CURRENT FINANCIAL ASSETS

As at 31 December 2025 and 2024, the Company has other current financial assets, fixed deposits with maturity over three-months, amounting to Baht 342.29 and Baht 250.99 million respectively, at the interest rate of 0.40% - 2.30% per annum.

9. FIXED DEPOSITS PLEDGED AS COLLATERAL

As at 31 December 2025 and 2024, the Company has fixed deposit amounted to Baht 20 million was used as collateral against bank overdrafts.

10. INVESTMENTS IN SUBSIDIARY

As at 31 December 2025 and 2024, the Company has investment in ordinary shares of its subsidiary with the details as follows:

<u>Company</u>	<u>Paid-up share capital (Million Baht)</u>	<u>Percentage of investment</u>	(Unit : Baht)
			<u>Separate financial statements Cost</u>
Hydro Genius Company Limited	10.00	79.99%	7,999,990.00
Total			<u>7,999,990.00</u>

11. INVESTMENT PROPERTIES

As at 31 December 2025 and 2024, the Company had non-operating land amounted to Baht 39.44 million, which this land is not yet intended to be used explicitly.

The fair value of investment property appraisal is determined by management which is performed when there is material change in the fair value. The Company has hired an independent appraiser to appraise the valuation of land applied the market approach. The fair value of such land was Baht 131.78 million which is in level 2 of the fair value hierarchy.

12. PROPERTY, PLANT AND EQUIPMENT

As at 31 December 2025 and 2024, movements in property, plant and equipment are as follows:

(Unit : Baht)

	Consolidated financial statements									
	Land and land improvement	Area improvement	Buildings	Office equipment	Computers and software	Vehicles	Oil depot and water supply system	Fixtures	Construction in progress	Total
Cost										
As at 1 January 2024	104,365,539.68	320,000.00	146,370,508.07	52,452,880.70	1,397,719.50	6,158,756.99	335,832,654.06	5,159,933.60	-	652,057,992.60
Increase	-	-	2,755,691.22	122,177.15	481,483.37	-	-	-	5,078,158.34	8,437,510.08
Decrease	-	-	(2,071,917.88)	(265,584.36)	(56,962.62)	-	-	-	-	(2,394,464.86)
As at 31 December 2024	104,365,539.68	320,000.00	147,054,281.41	52,309,473.49	1,822,240.25	6,158,756.99	335,832,654.06	5,159,933.60	5,078,158.34	658,101,037.82
Increase	-	-	-	150,299.98	134,639.91	-	-	-	4,105,024.73	4,389,964.62
Decrease	-	-	-	(123,890.00)	(82,570.09)	-	-	-	-	(206,460.09)
Transfer in/(out)	-	-	-	-	-	-	472,904.40	403,000.00	(875,904.40)	-
As at 31 December 2025	104,365,539.68	320,000.00	147,054,281.41	52,335,883.47	1,874,310.07	6,158,756.99	336,305,558.46	5,562,933.60	8,307,278.67	662,284,542.35
Accumulated depreciation										
As at 1 January 2024	-	(319,999.00)	(36,798,953.20)	(35,202,984.37)	(1,312,375.12)	(4,848,654.58)	(112,736,855.27)	(4,928,870.43)	-	(196,148,691.97)
Depreciation for the year	-	-	(3,825,230.74)	(1,766,500.73)	(46,228.88)	(307,212.65)	(15,814,489.87)	(231,055.17)	-	(21,990,718.04)
Written-off depreciation	-	-	733,722.16	262,408.32	56,957.62	-	-	-	-	1,053,088.10
As at 31 December 2024	-	(319,999.00)	(39,890,461.78)	(36,707,076.78)	(1,301,646.38)	(5,155,867.23)	(128,551,345.14)	(5,159,925.60)	-	(217,086,321.91)
Depreciation for the year	-	-	(3,835,084.65)	(1,300,202.69)	(145,994.35)	(238,199.96)	(15,825,502.63)	(21,860.84)	-	(21,366,845.12)
Written-off depreciation	-	-	-	123,359.81	82,564.09	-	-	-	-	205,923.90
As at 31 December 2025	-	(319,999.00)	(43,725,546.43)	(37,883,919.66)	(1,365,076.64)	(5,394,067.19)	(144,376,847.77)	(5,181,786.44)	-	(238,247,243.13)

(Unit : Baht)

	Consolidated financial statements									
	Land and land improvement	Area improvement	Buildings	Office equipment	Computers and software	Vehicles	Oil depot and water supply system	Fixtures	Construction in progress	Total
Net book value										
As at 31 December 2024	104,365,539.68	1.00	107,163,819.63	15,602,396.71	520,593.87	1,002,889.76	207,281,308.92	8.00	5,078,158.34	441,014,715.91
As at 31 December 2025	104,365,539.68	1.00	103,328,734.98	14,451,963.81	509,233.43	764,689.80	191,928,710.69	381,147.16	8,307,278.67	424,037,299.22
Depreciation for the year 2024										
Cost of rental and services										21,455,311.98
Administrative expenses										535,406.06
Total										21,990,718.04
Depreciation for the year 2025										
Cost of rental and services										14,164,597.53
Administrative expenses										7,202,247.59
Total										21,366,845.12

(Unit : Baht)

	Separate financial statements								
	Land and land improvement	Area improvement	Buildings	Office equipment	Computers and software	Vehicles	Oil depot	Fixtures	Total
Cost									
As at 1 January 2024	104,365,539.68	320,000.00	146,370,508.07	52,452,880.70	1,397,719.50	6,158,756.99	335,832,654.06	5,159,933.60	652,057,992.60
Increase	-	-	2,755,691.22	122,177.15	481,483.37	-	-	-	3,359,351.74
Decrease	-	-	(2,071,917.88)	(265,584.36)	(56,962.62)	-	-	-	(2,394,464.86)
As at 31 December 2024	104,365,539.68	320,000.00	147,054,281.41	52,309,473.49	1,822,240.25	6,158,756.99	335,832,654.06	5,159,933.60	653,022,879.48
Increase	-	-	-	121,087.09	134,639.91	-	-	-	255,727.00
Decrease	-	-	-	(123,890.00)	(82,570.09)	-	-	-	(206,460.09)
As at 31 December 2025	104,365,539.68	320,000.00	147,054,281.41	52,306,670.58	1,874,310.07	6,158,756.99	335,832,654.06	5,159,933.60	653,072,146.39
Accumulated depreciation									
As at 1 January 2024	-	(319,999.00)	(36,798,953.20)	(35,202,984.37)	(1,312,375.12)	(4,848,654.58)	(112,736,855.27)	(4,928,870.43)	(196,148,691.97)
Depreciation for the year	-	-	(3,825,230.74)	(1,766,500.73)	(46,228.88)	(307,212.65)	(15,814,489.87)	(231,055.17)	(21,990,718.04)
Written-off depreciation	-	-	733,722.16	262,408.32	56,957.62	-	-	-	1,053,088.10
As at 31 December 2024	-	(319,999.00)	(39,890,461.78)	(36,707,076.78)	(1,301,646.38)	(5,155,867.23)	(128,551,345.14)	(5,159,925.60)	(217,086,321.91)
Depreciation for the year	-	-	(3,835,084.65)	(1,298,081.00)	(145,994.35)	(238,199.96)	(15,814,489.87)	-	(21,331,849.83)
Written-off depreciation	-	-	-	123,359.81	82,564.09	-	-	-	205,923.90
As at 31 December 2025	-	(319,999.00)	(43,725,546.43)	(37,881,797.97)	(1,365,076.64)	(5,394,067.19)	(144,365,835.01)	(5,159,925.60)	(238,212,247.84)

(Unit : Baht)

Separate financial statements									
Land and land improvement	Area improvement	Buildings	Office equipment	Computers and software	Vehicles	Oil depot	Fixtures	Total	
Net book value									
As at 31 December 2024	104,365,539.68	1.00	107,163,819.63	15,602,396.71	520,593.87	1,002,889.76	207,281,308.92	8.00	435,936,557.57
As at 31 December 2025	104,365,539.68	1.00	103,328,734.98	14,424,872.61	509,233.43	764,689.80	191,466,819.05	8.00	414,859,898.55
Depreciation for the year 2024									
Cost of rental and services									21,455,311.98
Administrative expenses									535,406.06
Total									21,990,718.04
Depreciation for the year 2025									
Cost of rental and services									14,164,597.53
Administrative expenses									7,167,252.30
Total									21,331,849.83

The Company has used part of land with a book value of Baht 30.67 million, as collateral to obtain a Letter of Guarantee (LG) from a commercial bank, with a total credit limit of Baht 5 million. Therefore, the Company has utilized amount of Baht 1 million to issue letter of guarantee for electricity usage with the Provincial Electricity Authority, the remaining valid credit is Baht 4 million.

Subsequently, on 13 May 2025, the Company deposited cash in the amount of Baht 1.00 million as a security for electricity usage with the Provincial Electricity Authority, instead of the bank issuance of letter of guarantee. The pledged land was then successfully redeemed on 30 May 2025, resulting in the land no longer having any obligations to the bank.

As at 31 December 2025 and 2024, certain vehicles, oil depot equipment and office equipment have been fully depreciation but are still in use. The original cost, before deducting accumulated depreciation of assets amounted to Baht 41.62 million and Baht 41.45 million respectively.

In 2025, the Company had an oil depot whose service contract expired and in the process of finding a new user as stated in notes 27 to financial statements. This factor is considered a significant indication that the Company has to test the impairment of assets.

In the impairment testing of the mentioned oil depot as at 31 December 2025, comprise property, plant, equipment and computer software as stated in note 14 with the net value of Baht 243.61 million or 58.41% of total value of property, plant, equipment and computer software. The Company determines the expected recoverable amounts from the higher of fair value less the cost of disposal and the value in use. In assessing value in use, the expected future cash flows are discounted to their present value.

The recoverable amount is estimated by using discounted of the expected further cash flows. The Company uses future cash flows as an estimate for the next five years and estimated the lasted value based on marketable prices, using a discount rate that reflects weighted average cost of capital of the Company determined from the management's estimates and judgments. The Company led the independent appraiser in assessment fair value of those assets using market approach, the fuel depot had the fair value of Baht 479.52 million, which is classified as level 2 of fair value hierarchy. From the assessment indicated that the assets do not have impairment, therefore, the impairment loss was not recorded in the financial statements.

13. RIGHT-OF-USE ASSETS

As at 31 December 2025 and 2024, the movements in right-of-use assets are as follows:

	(Unit : Baht)		
	Consolidated and Separate financial statements		
	Land	Buildings	Total
Cost			
As at 1 January 2024	3,603,227.29	3,098,372.04	6,701,599.33
Increase	-	-	-
As at 31 December 2024	3,603,227.29	3,098,372.04	6,701,599.33
Increase	-	1,498,926.06	1,498,926.06
Decrease	(3,603,227.29)	(3,098,372.04)	(6,701,599.33)
As at 31 December 2025	-	1,498,926.06	1,498,926.06
Accumulated depreciation			
As at 1 January 2024	(1,740,921.81)	(2,369,163.55)	(4,110,085.36)
Depreciation for the year	(496,614.84)	(546,906.36)	(1,043,521.20)
As at 31 December 2024	(2,237,536.65)	(2,916,069.91)	(5,153,606.56)
Depreciation for the year	(124,153.71)	(515,396.85)	(639,550.56)
Written-off depreciation	2,361,690.36	3,098,372.04)	5,460,062.40
As at 31 December 2025	-	(333,094.72)	(333,094.72)
Net book value			
As at 31 December 2024	1,365,690.64	182,302.13	1,547,992.77
As at 31 December 2025	-	1,165,831.34	1,165,831.34
Depreciation for year 2024			
Cost of rental and services			496,614.84
Administrative expenses			546,906.36
Total			1,043,521.20
Depreciation for year 2025			
Cost of rental and services			124,153.71
Administrative expenses			515,396.85
Total			639,550.56

14. INTANGIBLE ASSETS

As at 31 December 2025 and 2024, the movements in intangible assets are as follows:

	(Unit : Baht)
	Consolidated and Separate financial statements
	Computer software
Cost	
As at 1 January 2024	8,660,870.21
Increase	50,950.00
As at 31 December 2024	8,711,820.21
Increase	-
As at 31 December 2025	8,711,820.21
Accumulated depreciation	
As at 1 January 2024	(5,331,502.52)
Depreciation for the year	(590,236.18)
As at 31 December 2024	(5,921,738.70)
Depreciation for the year	(595,079.84)
As at 31 December 2025	(6,516,818.54)
Net book value	
As at 31 December 2024	2,790,081.51
As at 31 December 2025	2,195,001.67
Depreciation for the year 2024	
Cost of rental and services	497,036.25
Administrative expenses	93,199.93
Total	590,236.18
Depreciation for the year 2025	
Cost of rental and services	168,421.50
Administrative expenses	426,658.34
Total	595,079.84

15. TRADE AND OTHER CURRENT PAYABLES

(Unit : Baht)

	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Trade accounts payables	456,848.79	1,935,512.27	456,848.79	1,935,512.27
Other current payables				
Accrued expenses	2,548,543.44	3,824,311.83	2,513,339.44	3,794,311.83
Others	710,292.79	1,010,932.05	709,790.02	1,010,932.05
Total other current payables	<u>3,258,836.23</u>	<u>4,835,243.88</u>	<u>3,223,129.46</u>	<u>4,805,243.88</u>
Total trade and other current payables	<u><u>3,715,685.02</u></u>	<u><u>6,770,756.15</u></u>	<u><u>3,679,978.25</u></u>	<u><u>6,740,756.15</u></u>

16. LEASE LIABILITIES

As at 31 December 2025 and 2024, the Company has lease agreements for land, building and vehicles which the present value of lease liabilities are as follows:

(Unit : Baht)

	Consolidated and Separate	
	financial statements	
	2025	2024
Due within 1 year	719,594.38	624,941.43
Due later than 1 year but not over 5 years	539,695.80	1,039,485.97
Total	1,259,290.18	1,664,427.40
<u>Less</u> Future interest of lease	<u>(74,061.68)</u>	<u>(95,803.55)</u>
Present value of lease liabilities	<u><u>1,185,228.50</u></u>	<u><u>1,568,623.85</u></u>
Lease liabilities exclude future interest are as follows:		
Lease liabilities	1,185,228.50	1,568,623.85
<u>Less</u> Current portion of lease liabilities	<u>(490,858.63)</u>	<u>(569,000.59)</u>
Lease liabilities	<u><u>694,369.87</u></u>	<u><u>999,623.26</u></u>

The Company entered into lease and has a right to use of assets which comprise land, office buildings for using in its business operation, agreement period takes approximately 3 years.

The Company recognised financial cost which related to leases of Baht 0.18 million (2024: Baht 0.06 million).

The Company has elected not to recognise a lease liability for short-term leases (leases agreement which lease term less than 12 months) and leases of low-value assets. Expenses relating to such agreement do not include in the measurement of the lease liability for the year ended 31 December 2025 and 2024, as follows:

	(Unit : Baht)	
	2025	2024
Expenses related to leases of low value assets	85,200.00	92,400.00

17. EMPLOYEE BENEFITS OBLIGATION

The obligations under the statement of financial position are as follows:

	(Unit : Baht)	
	Consolidated and Separate financial statements	
	2025	2024
Employee benefit obligations	4,893,585.57	4,678,730.09
Less Current portion of employee benefit obligations	-	-
Employee benefit obligations	4,893,585.57	4,678,730.09

Changes in present value of employee benefits obligation for the year ended 31 December 2025 and 2024, are as follows:

	(Unit : Baht)	
	Consolidated and Separate financial statements	
	2025	2024
Beginning balance	4,678,730.09	3,909,790.25
Current costs of service	555,829.39	516,910.02
Interest expense	112,646.25	123,153.02
Actuarial losses	-	257,288.73
Employee benefits paid	(453,620.16)	(128,411.93)
Ending balance	4,893,585.57	4,678,730.09

Employee benefit expenses recognised in profit or loss or the year ended 31 December 2025 and 2024, are as follows:

	(Unit : Baht)	
	Consolidated and Separate	
	financial statements	
	2025	2024
Current service cost	555,829.39	516,910.02
Interest on obligations	112,646.25	123,153.02
Total	<u>668,475.64</u>	<u>640,063.04</u>

The current service cost is included in employee benefits expense. The net interest expense is included in finance costs.

Actuarial losses recognised in other comprehensive income for the year ended 31 December 2025 and 2024, are as follows:

	(Unit : Baht)	
	Consolidated and Separate	
	financial statements	
	2025	2024
From changes in financial assumption	-	(113,671.67)
From changes in demographic assumption	-	776,522.43
From experience adjustment	-	(405,562.03)
Total	<u>-</u>	<u>257,288.73</u>

Principal actuarial assumptions at the reporting date for the year ended 31 December 2025 and 2024, are as follows:

	2025	2024
Discount rates	2.54% per year	2.54% per year
Salary increments rate	4.00% per year	4.00% per year
Average age projection (years)	25 – 60 years up	25 – 60 years up
Weighted average duration of the defined benefit obligations (years)	15 years	15 years
Mortality rate	Mortality table 2017	Mortality table 2017

Sensitivity analysis

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the defined benefit obligation by the amounts shown below.

	(Unit : Baht)
	Effect to the defined benefit obligation
Discount rate (1.0% increment)	(405,365.19)
Discount rate (1.0% decrement)	483,197.96
Salary increments rate (1.0% increment)	502,274.57
Salary increments rate (1.0% decrement)	(429,870.64)
Staff turnover rate (20% increment)	(501,619.77)
Staff turnover rate (20% decrement)	634,805.92

18. DEFERRED TAX AND INCOME TAX

Deferred tax assets and liability are analysed as follows:

	(Unit : Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Deferred tax assets:				
Employee benefit obligations liabilities	978,717.07	935,746.02	978,717.07	935,746.02
Lease liabilities	3,879.44	31,631.01	3,879.44	31,631.01
Deficit	68,409.99	-	-	-
Total	1,051,006.50	967,377.03	982,596.51	967,377.03
Deferred tax liabilities:				
Depreciation	(4,482,348.93)	(3,599,900.84)	(4,482,348.93)	(3,599,900.84)
Total	(4,482,348.93)	(3,599,900.84)	(4,482,348.93)	(3,599,900.84)
Deferred income tax - net	(3,431,342.43)	(2,632,523.81)	(3,499,752.42)	(2,632,523.81)

The movements in deferred tax assets and liability are as follows:

(Unit : Baht)

	Consolidated financial statements			31 December 2025
	1 January 2025	Recognised as income (expense)		
		Statement of profit or loss	Shareholders' equity	
Deferred tax assets:				
Provision for employee				
benefits obligation	935,746.02	42,971.05	-	978,717.07
Lease liabilities	31,631.01	(27,751.57)	-	3,879.44
Deficit	-	68,409.99	-	68,409.99
Total	<u>967,377.03</u>	<u>83,629.47</u>	<u>-</u>	<u>1,051,006.50</u>
Deferred tax liabilities:				
Depreciation	<u>(3,599,900.84)</u>	<u>(882,448.09)</u>	<u>-</u>	<u>(4,482,348.93)</u>

(Unit : Baht)

	Separate financial statements			31 December 2025
	1 January 2025	Recognised as income (expense)		
		Statement of profit or loss	Shareholders' equity	
Deferred tax assets:				
Provision for employee				
benefits obligation	935,746.02	42,971.05	-	978,717.07
Lease liabilities	31,631.01	(27,751.57)	-	3,879.44
Total	<u>967,377.03</u>	<u>15,219.48</u>	<u>-</u>	<u>982,596.51</u>
Deferred tax liabilities:				
Depreciation	<u>(3,599,900.84)</u>	<u>(882,448.09)</u>	<u>-</u>	<u>(4,482,348.93)</u>

(Unit : Baht)

Consolidated financial statements				
Recognised as income (expense)				
1 January 2024	Statement of profit or loss	Shareholders' equity	31 December 2024	
Deferred tax assets:				
Provision for employee benefits obligation	781,958.05	102,330.22	51,457.75	935,746.02
Lease liabilities	33,225.38	(1,594.37)	-	31,631.01
Total	<u>815,183.43</u>	<u>100,735.85</u>	<u>51,457.75</u>	<u>967,377.03</u>
Deferred tax liabilities:				
Depreciation	<u>(2,759,117.99)</u>	<u>(840,782.85)</u>	-	<u>(3,599,900.84)</u>

(Unit : Baht)

Separate financial statements				
Recognised as income (expense)				
1 January 2024	Statement of profit or loss	Shareholders' equity	31 December 2024	
Deferred tax assets:				
Provision for employee benefits obligation	781,958.05	102,330.22	51,457.75	935,746.02
Lease liabilities	33,225.38	(1,594.37)	-	31,631.01
Total	<u>815,183.43</u>	<u>100,735.85</u>	<u>51,457.75</u>	<u>967,377.03</u>
Deferred tax liabilities:				
Depreciation	<u>(2,759,117.99)</u>	<u>(840,782.85)</u>	-	<u>(3,599,900.84)</u>

Income tax expenses for the year ended 31 December 2025 and 2024, are as follows:

	(Unit : Baht)	
	Consolidated financial statements	
	2025	2024
Current income tax expense	229,800.08	10,268,200.46
Deferred tax expenses relating to initially recognised temporary differences and reversal of temporary differences	798,818.62	740,047.00
Tax expense presented in statements of comprehensive income	<u>1,028,618.70</u>	<u>11,008,247.46</u>

Tax expense related to other comprehensive income (expense) are presented as follows:

- Gains (losses) on re-measurements of defined benefit plans	-	51,457.75
--	---	-----------

	(Unit : Baht)	
	Separate financial statements	
	2025	2024
Current income tax expense	229,800.08	10,268,200.46
Deferred tax expenses relating to initially recognised temporary differences and reversal of temporary differences	867,228.61	740,047.00
Tax expense presented in statements of comprehensive income	<u>1,097,028.69</u>	<u>11,008,247.46</u>

Tax expense related to other comprehensive income (expense) are presented as follows:

- Gains (losses) on re-measurements of defined benefit plans	-	51,457.75
--	---	-----------

Reconciliation between tax expense and multiplication of accounting profit and tax rate used for the year ended 31 December 2025 and 2024

	(Unit : Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Accounting profit before tax	8,410,062.10	57,981,382.73	8,705,473.54	58,028,021.26
Income tax at the applicable tax rate of 20%	1,682,012.42	11,596,276.55	1,741,094.71	11,605,604.25
Taxable effect for:				
Income tax on exemption of income and additional expenses	(885,069.70)	(916,986.00)	(885,069.70)	(916,986.00)
Income tax on non – deductible expenses	231,675.98	328,956.91	241,003.68	319,629.21
Tax expense	<u>1,028,618.70</u>	<u>11,008,247.46</u>	<u>1,097,028.69</u>	<u>11,008,247.46</u>
Effective tax rate (%)	12.23%	18.99%	12.60%	18.97%

19. LEGAL RESERVE

Pursuant to Section 116 of the Public Limited Companies Act B.E. 2535, the Company is required to set aside to a statutory reserve at least 5 percent of its net profit less deficit brought forward (if any), until the reserve reach an amount of 10 percent of the registered capital. The statutory reserve is not available for dividend distribution.

20. DIVIDEND PAID

According to the resolution of the Annual General Meeting of the shareholders for the year 2025 held on 25 April 2025, approved to pay dividends from the 2024 results of operations to the shareholders for 410,000,000 ordinary shares at Baht 0.047 each, amounting to Baht 19.27 million. The Company made dividend payment to the shareholders on 16 May 2025.

According to the resolution of the Annual General Meeting of the shareholders for the year 2024 held on 25 April 2024, approved to pay dividends from the 2023 results of operations to the shareholders for 410,000,000 ordinary shares at Baht 0.075 each, amounting to Baht 30.75 million. The Company made dividend payment to the shareholders on 17 May 2024.

21. SEGMENT REPORTING

The Company reports segment operations in the same manner as the report presented to the Chief decision-maker on the Company. The Company is engaged in operating oil and fuel tank farm services for receiving, storage, blend and distributing petroleum products. However, one of the service contract, contains conditions under lease according to Financial Reporting Standard No. 16 "Lease". Therefore, the Company considered its presentation of part of the revenue as service income and lease classified by segments based on the type of income to comply with accounting standards as such which are classified to (1) Rental income and (2) Services income by recognising the revenue over time that provides the services, which is considered from the investment plus expected returns.

Information regarding the results of each reportable segment is included below. Performance is measured based on segment operating profit before income tax which the management believes that such information is the most relevant information in evaluating the results of segments relative to other entities that operate within the same industries. Main operations are occurred in Thailand.

(Unit : Baht)

	Consolidated financial statements					
	For the year ended 31 December					
	Rental income		Service income		Total	
	2025	2024	2025	2024	2025	2024
Revenues	27,540,000.00	30,375,000.00	50,516,208.85	109,410,608.66	78,056,208.85	139,785,608.66
Segment operating profit (loss)	16,760,582.58	19,700,201.06	(15,558,140.11)	30,422,134.25	1,202,442.47	50,122,335.31
Finance income					7,383,597.98	8,077,852.14
Finance cost					(175,978.35)	(218,804.72)
Profit (loss) before income tax expenses					8,410,062.10	57,981,382.73
Tax income (expense)					(1,028,618.70)	(11,008,247.46)
Profit (loss) for the year					7,381,443.40	46,973,135.27
Total assets					905,210,575.23	920,699,920.20
Total liabilities					14,365,331.81	17,966,449.00

Major customer

The Company has revenues from providing services on receiving, storage, distributing and blending petroleum product from one of the major customer with a strong financial base which gives the Company consistently earn revenues.

22. EXPENSES BY NATURE

(Unit : Baht)

	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Salary, wages and other benefits of employees	35,356,469.05	39,261,074.02	35,344,361.14	39,261,074.02
Depreciation and amortisation	22,601,475.52	23,624,475.42	22,566,480.23	23,624,475.42
Consultant and other fees	3,900,756.15	4,992,480.89	3,869,883.35	4,914,763.89
Telephone, electricity, water supply	2,763,384.43	3,995,895.34	2,762,499.79	3,995,895.34
Rental and services	1,189,380.40	1,291,856.80	1,189,380.40	1,291,856.80
Repair expenses	1,756,959.01	3,506,577.13	1,756,959.01	3,506,577.13
Meeting fee and director remunerations	1,887,000.00	1,873,000.00	1,887,000.00	1,873,000.00
Security expenses	2,436,600.00	3,211,200.00	2,436,600.00	3,211,200.00

23. PROVIDENT FUND

The Company established provident fund in accordance with the Provident Fund Act B.E. 2530 consists of voluntary contributions by employees based on monthly salary at the rate of 2 - 15%, the Company's contribution of an additional 2 - 5% of the employee's basic salary which was paid into the provident fund. The Company's provident fund is managed by KASIKORN Assets Management Company Limited.

For the year ended 31 December 2025 and 2024, the Company has paid contribution to the provident fund for approximately Baht 0.84 million and Baht 0.93 million, respectively.

24. FAIR VALUE MEASUREMENT

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

Financial assets and financial liabilities measured at fair value in the statement of financial position are grouped into three levels of a fair value hierarchy described in accounting policies.

During the year, there are no transfer transactions between in each level.

25. FINANCIAL RISK MANAGEMENT

Risk management objective and policies

The Company has significant financial instruments, including cash and cash equivalents, trade receivable, non-current assets, trade and other payable, long-term borrowings from financial institutions and financial lease. The Company manages the financial risks that may arise with financial assets and financial liabilities in a typical business manner using organizational management and general internal control. It does not hold or issue any financial derivatives. The Company has risks associated with these financial instruments and risk management policies as follows:

25.1 Credit risk

Credit risk is the risk that a counterparty fails to meet its obligations to the Company. The Company is exposed to credit risk on its financial assets which including cash and cash equivalents and credit risk from trade account receivable and other receivables (exclude prepaid expenses).

The Company has income from the services for receiving, storage, distributing, and blend petroleum products from a major customer around for 90.78% of the Company's total service income. Since the Company has only one trade account receivable, this creates a significant concentration of credit risk.

However, trade account receivable has strong financial position and historical collectible experiences were on schedule. Therefore, the Company does not expect any material losses from providing credit term. In addition, the Company regularly monitors the outstanding balance of receivable in accordance with the determined practices.

Other debt instruments

The Company has cash and cash equivalents, which meets the criteria for determining impairment in accordance with the Financial Reporting Standards No.9. However, the Company considers that there is no indication for impairment of such item.

25.2 Liquidity risk

Liquidity risk is a risk that the Company might be unable to meet its obligations related to financial liabilities. The management manages liquidity by preparing cash flow projections and monitor such projection to be adequate for operations.

As at 31 December 2025 and 2024, the maturity of the Company's non-derivative financial liabilities are as follows:

				(Unit : Baht)
Consolidated financial statements as at 31 December 2025				
	Within 1 year	2 – 3 years	More than 3 years	Total
Trade and other current payables	3,715,685.02	-	-	3,715,685.02
Lease liabilities	490,858.63	694,369.87	-	1,185,228.50
Total	<u>4,206,543.65</u>	<u>694,369.87</u>	<u>-</u>	<u>4,900,913.52</u>
				(Unit : Baht)
Separate financial statements as at 31 December 2025				
	Within 1 year	2 – 3 years	More than 3 years	Total
Trade and other current payables	3,679,978.25	-	-	3,679,978.25
Lease liabilities	490,858.63	694,369.87	-	1,185,228.50
Total	<u>4,170,836.88</u>	<u>694,369.87</u>	<u>-</u>	<u>4,865,206.75</u>
				(Unit : Baht)
Consolidated financial statements as at 31 December 2024				
	Within 1 year	2 – 3 years	More than 3 years	Total
Trade and other current payables	6,770,756.15	-	-	6,770,756.15
Lease liabilities	569,000.59	999,623.26	-	1,568,623.85
Total	<u>7,339,756.74</u>	<u>999,623.26</u>	<u>-</u>	<u>8,339,380.00</u>
				(Unit : Baht)
Separate financial statements as at 31 December 2024				
	Within 1 year	2 – 3 years	More than 3 years	Total
Trade and other current payables	6,740,756.15	-	-	6,740,756.15
Lease liabilities	569,000.59	999,623.26	-	1,568,623.85
Total	<u>7,309,756.74</u>	<u>999,623.26</u>	<u>-</u>	<u>8,309,380.00</u>

25.3 Market risk

Interest rate risk

The Company has a significant interest rate risk related to its cash at financial institutions, lease liabilities and long-term borrowings. However, most of the financial assets and liabilities bear floating or fixed interest rates which are close to the current market rate. The interest rate risk of the Company is minimum.

As at 31 December 2025 and 2024, significant financial assets and liabilities can be classified by types of interest rates as follows:

							(Unit : Baht)
							Consolidated financial statements as at 31 December 2025
Items	Note	Floating	Fixed	Non	Total	Interest rate	
		interest rate	interest rate	interest rate			
<u>Financial assets</u>							
Cash and cash equivalents	6	60,406,569.45	-	250,247.05	60,656,816.50	0.20% - 1.30%	
Trade and other current receivables	7	-	-	11,075,664.15	11,075,664.15	-	
Other current financial assets	8	-	342,294,229.98	-	342,294,229.98	0.40% - 1.95%	
Fixed deposits pledged as collateral	9	-	20,000,000.00	-	20,000,000.00	1.05%	
<u>Financial liabilities</u>							
Trade and other current payables	15	-	-	3,715,685.02	3,715,685.02	-	
Lease liabilities	16	-	1,185,228.50	-	1,185,228.50	5.075%	
							(Unit : Baht)
							Separate financial statements as at 31 December 2025
Items	Note	Floating	Fixed	Non	Total	Interest rate	
		interest rate	interest rate	interest rate			
<u>Financial assets</u>							
Cash and cash equivalents	6	60,311,233.08	-	248,557.05	60,559,790.13	0.20% - 1.30%	
Trade and other current receivables	7	-	-	10,456,434.39	10,456,434.39	-	
Short-term loans to subsidiary	5	200,000.00	-	-	200,000.00	MLR	
Other current financial assets	8	-	342,294,229.98	-	342,294,229.98	0.40% - 1.95%	
Fixed deposits pledged as collateral	9	-	20,000,000.00	-	20,000,000.00	1.05%	
<u>Financial liabilities</u>							
Trade and other current payables	15	-	-	3,679,978.25	3,679,978.25	-	
Lease liabilities	16	-	1,185,228.50	-	1,185,228.50	5.075%	

(Unit : Baht)

Consolidated financial statements as at 31 December 2024						
Items	Note	Floating interest rate	Fixed interest rate	Non interest rate	Total	Interest rate
<u>Financial assets</u>						
Cash and cash equivalents	6	98,774,656.69	40,000,000.00	306,908.55	139,081,565.24	0.40% - 2.18%
Trade and other current receivables	7	-	-	22,423,229.96	22,423,229.96	-
Other current financial assets	8	-	250,988,299.77	-	250,988,299.77	0.75% - 2.30%
Fixed deposits pledged as collateral	9	-	20,000,000.00	-	20,000,000.00	1.65%
<u>Financial liabilities</u>						
Trade and other current payables	15	-	-	6,770,756.15	6,770,756.15	-
Lease liabilities	16	-	1,568,623.85	-	1,568,623.85	4.00%-4.25%

(Unit : Baht)

Separate financial statements as at 31 December 2024						
Items	Note	Floating interest rate	Fixed interest rate	Non interest rate	Total	Interest rate
<u>Financial assets</u>						
Cash and cash equivalents	6	94,227,106.69	40,000,000.00	301,990.55	134,529,097.24	0.40%-2.18%
Trade and other current receivables	7	-	-	22,070,494.83	22,070,494.83	-
Other current financial assets	8	-	250,988,299.77	-	250,988,299.77	0.75% - 2.30%
Fixed deposits pledged as collateral	9	-	20,000,000.00	-	20,000,000.00	1.65%
<u>Financial liabilities</u>						
Trade and other current payables	15	-	-	6,740,756.15	6,740,756.15	-
Lease liabilities	16	-	1,568,623.85	-	1,568,623.85	4.00%-4.25%

25.4 Fair value of financial instruments

The book value and fair value of financial assets and financial liabilities as at 31 December 2025 and 2024, are as follows

(Unit : Baht)				
Consolidated financial statements as at 31 December 2025				
Items	Book value			Fair value
	Fair value through profit or loss	Amortised cost	Total	
<u>Financial assets</u>				
Cash and cash equivalents	-	60,656,816.50	60,656,816.50	60,656,816.50
Trade and other current receivables	-	11,075,664.15	11,075,664.15	11,075,664.15
Other current financial assets	-	342,294,229.98	342,294,229.98	342,294,229.98
Fixed deposits pledged as collateral	-	20,000,000.00	20,000,000.00	20,000,000.00
<u>Financial liabilities</u>				
Trade and other current payables	-	3,715,685.02	3,715,685.02	3,715,685.02
Lease liabilities	-	1,185,228.50	1,185,228.50	1,185,228.50
(Unit : Baht)				
Separate financial statements as at 31 December 2025				
Items	Book value			Fair value
	Fair value through profit or loss	Amortised cost	Total	
<u>Financial assets</u>				
Cash and cash equivalents	-	60,559,790.13	60,559,790.13	60,559,790.13
Trade and other current receivables	-	10,456,434.39	10,456,434.39	10,456,434.39
Short-term loans to subsidiary	-	200,000.00	200,000.00	200,000.00
Other current financial assets	-	342,294,229.98	342,294,229.98	342,294,229.98
Fixed deposits pledged as collateral	-	20,000,000.00	20,000,000.00	20,000,000.00
<u>Financial liabilities</u>				
Trade and other current payables	-	3,679,978.25	3,679,978.25	3,679,978.25
Lease liabilities	-	1,185,228.50	1,185,228.50	1,185,228.50

(Unit : Baht)

Consolidated financial statements as at 31 December 2024			
Items	Book value		Fair value
	Fair value through profit or loss	Amortised cost	Total
<u>Financial assets</u>			
Cash and cash equivalents	-	139,081,565.24	139,081,565.24
Trade and other current receivables	-	22,423,229.96	22,423,229.96
Other current financial assets	-	250,988,299.77	250,988,299.77
Fixed deposits pledged as collateral	-	20,000,000.00	20,000,000.00
<u>Financial liabilities</u>			
Trade and other current payables	-	6,770,756.15	6,770,756.15
Lease liabilities	-	1,568,623.85	1,568,623.85

(Unit : Baht)

Separate financial statements as at 31 December 2024			
Items	Book value		Fair value
	Fair value through profit or loss	Amortised cost	Total
<u>Financial assets</u>			
Cash and cash equivalents	-	134,529,097.24	134,529,097.24
Trade and other current receivables	-	22,070,494.83	22,070,494.83
Other current financial assets	-	250,988,299.77	250,988,299.77
Fixed deposits pledged as collateral	-	20,000,000.00	20,000,000.00
<u>Financial liabilities</u>			
Trade and other current payables	-	6,740,756.15	6,740,756.15
Lease liabilities	-	1,568,623.85	1,568,623.85

26. COMMITMENTS AND CONTINGENT LIABILITIES

As at 31 December 2025, the Company has commitments about services agreement as follows:

26.1 The Company has commitment from entering into services agreement which has the details are as follows:

	<u>(Unit : Baht)</u>
Services agreement	
Within 1 year	1,062,292.20
Within 2 - 3 years	<u>1,416,389.60</u>
Total	<u><u>2,478,681.80</u></u>

26.2 The subsidiary has commitment from entering into hire of prototype products development and design contract in the amount of Baht 7 million, remains the amount to be paid of Baht 0.08 million.

27. OIL DEPOT SERVICE AGREEMENT

According to the Company's entering into agreement for the fuel depot services rendering with PTT Oil and Retail Business Public Company Limited (the "Counterparty") in Kantrarom District, Sisaket Province dated April 25, 2019, and the agreement period has been automatically extended for another 3 years from May 1, 2022 to April 30, 2025, stated that if any party does not wish to renew the agreement, it must notify the other party at least 30 days in advance. Subsequently, on March 28, 2025, the Company received a letter from the Counterparty for informing that it did not wish to renew the contract due to changes in the delivery and management of the counterparty's oil depot. The agreement ends on April 30, 2025, as agreed. However, the oil depot services rendering at Sisaket accounted for 34% of the Company's revenue from services which do not have the impacts on cash flow because most of the service costs consisted of fixed costs, especially depreciation, which accounted for 40%, while variable expenses accounted for 48%. Currently, the Company is in the process of finding new service users, including manufacturers or distributors of other products due to such depot is available for ethanol, biodiesel, or other types of liquid materials.

28. EVENTS AFTER THE REPORTING PERIOD

On 25 February 2026, the Board of directors' meeting No. 1/2026, passed a resolution to propose the Annual General Meeting of shareholders to approve the dividend payment for the 2025 operation results at Baht 0.01 per shares for 410,000,000 ordinary shares, totaling Baht 4.10 million. The Company has scheduled to pay dividends to the shareholders on 18 May 2026.

29. APPROVAL OF FINANCIAL STATEMENTS

These financial statements have been approved for issue by the Company's Board of directors on 25 February 2026.

Attachment

Back up attachment

Attachment 1 : Details of directors, executives, controlling persons, the person assigned to take the highest responsibility in Accounting and Finance, the person assigned to take direct responsibility for accounting supervision, the Company's secretary, and the representative for contact and coordination in case of a foreign company

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1685/2025/1770772932322.pdf>



Attachment 2 : Details of the directors of subsidiaries

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1685/2025/1768184799504.pdf>



Attachment 3 : Details of the Heads of the Internal Audit and Compliance Units

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1685/2025/1768184799512.pdf>



Attachment 4 : Assets for business undertaking and details of asset appraisal

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1685/2025/1771551929858.pdf>



Attachment 5 : Unabridged policy and guidelines on corporate governance and unabridged code of business conduct prepared by the Company

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1685/2025/1768184799508.pdf>



Attachment 6 : Report of the Audit Committee

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1685/2025/1768184799544.pdf>



Attachment 7 :Report of sup Committee

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1685/2025/1771463802633.pdf>



Attachment 8 :Charter of sup Committee

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1685/2025/1764207996602.pdf>



Attachment 9 :Report on Changes in Shareholding of Directors and Executives of PTC.

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1685/2025/1768184799667.pdf>



Attachment 10 :Board Skills Matrix and Number of Meeting

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1685/2025/1771463803143.pdf>

