







Stakeholder Group	Key Engagement Approaches in 2023	Expectations/Needs of Stakeholders in 2023	The Company's Responses in 2023	Response Target in 2023	Results in 2023	Activity Plan for 2024
<p>1. Employees</p> 	<p>1. Recognizing needs and expectations through the Engagement survey as follows:</p> <ul style="list-style-type: none"> 1.1 Engagement survey 2 times / year 1.2 Determine the format of the survey questions in 3 formats <ul style="list-style-type: none"> 1.2.1 Engagement questions (Say Stay Strive) 1.2.2 Questions that are appropriate for the situation (Satisfaction) 1.2.3 Open-ended questions to allow respondents to express opinions on factors affecting commitment 1.3 Survey result analysis is divided into 2 reports: <ul style="list-style-type: none"> - Corporate - Business Group & Business Unit <p>2. Conducting Focus Group</p> <p>3. HR Visit</p> <p>4. Leadership Activities</p> <p>5. Develop an Engagement dashboard for supervisors to see the score by themselves</p>	<ul style="list-style-type: none"> 1. Compensation and benefits 2. Progress and development 3. Work process 4. Performance appraisal 5. Quality of life and work environment 	<p>The Company takes care of employees under the 100Xhappiness initiative, in line with each issue raised by employees:</p> <ul style="list-style-type: none"> 1. Compensation and benefits: review welfare policy, including: full reimbursement of medical expenses for parents, addition of birthday leave for employees, development of a system to improve convenience in making request for various benefits such as employee housing loans, special loans, and communication with employees on additional compensation. 2. Performance appraisal: Conduct performance feedback 3. Progress and development: Communicate and clarify the promotion criteria for employees, organize a Congratulation Day event to praise and congratulate employees, and communicate about the career growth and development of employees. In 2023, number of employees grew by 15%, and the Company provided training through the Online system and other various projects to support employee development on areas such as Design thinking, Mandatory. 4. Work process: Implementing BPR (Business Process Redesign) system. 5. Quality of life and work environment: Improvements on areas such as restrooms, meeting rooms, medical rooms, dining areas, and refinery areas. The changing of the medical room service provider led to a satisfaction score of 4.85 out of 5. The Company provides continuing care on COVID-19 in areas such as booster vaccines, ATK vending machines, ATK test result recording system and notification system in case it yields a positive result, and also initial care medication to the employee's homes. The Company also supports healthcare with flu vaccines, improves the work environment, and organizes Recognition projects under 12 months 12 activities program, which reflects the Company's core values and promotes understanding. 	<ul style="list-style-type: none"> 1. Engagement Score > 74% 2. Average Turnover Rate < 5% 3. High Performer Turnover Rate < 3% 4. Job Rotation for Development > 15% 	<ul style="list-style-type: none"> 1. Engagement Score 85% 2. Average Turnover Rate = 5.05% 3. High Performer Turnover Rate = 2.17% 4. Job Rotation for Development = 12.67% 	<p>Development of EE through Theme</p> <ul style="list-style-type: none"> • 100 x Happiness Plus • Promotion of Engagement through Culture Recognition • Employee Well being
<p>2. Suppliers and Contractors</p> <p>2.1 General Suppliers and Contractors</p> 	<ul style="list-style-type: none"> 1. Annual suppliers and contractors seminar 2. Surveying suppliers and contractors satisfaction, needs, and expectations 3. Suppliers and contractors visit 4. Knowledge Sharing Session 	<ul style="list-style-type: none"> 1. Speed in procurement process (emphasizes on transparency to build confidence in business operations) 2. Digital Transformation 3. Convenient and easy-to-use procurement system for bidding 4. Communication channels or channels for presenting the products and services of suppliers / contractors 	<ul style="list-style-type: none"> 1. Implementing a new procurement system. 2. Planning to improve the procurement process to align with the new business operations, while still emphasizing transparency to build confidence in business operations. 3. Providing opportunities for suppliers / contractors to present new products, services, and technologies to the Company. 4. Suppliers and contractors visit according to the S&P Global criteria. 5. Annual suppliers and contractors seminar, which allows for sending questions prior to the event, intended to be another communication channel with suppliers and contractors. 6. Surveying satisfaction, needs, and expectations of suppliers and contractors. 	<ul style="list-style-type: none"> 1. Select a new platform along with the implementor. 2. Initial improvement of the procurement process, which supports the business consolidation to ensure business continuity 3. Knowledge Sharing event for suppliers and contractors and related users as a new alternative to adopt technologies with business divisions 4. Visit suppliers and contractors in the Critical Vendor group together with the sustainability Division 	<ul style="list-style-type: none"> 1. Ongoing the implementation process, expected to be completed by June 2024 2. Procurement process is not interrupted and can continue as usual 3. Able to apply and adopt new technologies 4. Visited suppliers and contractors according to the list 5. Organized a suppliers and contractors seminar in November 2023 	<ul style="list-style-type: none"> 1. Completed implementation of a new procurement system 2. Improve the procurement process to be appropriate and aligned with the shared service 3. Continuously operate to allow suppliers and contractors to propose new products, services, and technologies to the Company 4. Organize an annual suppliers and contractors seminar and survey their satisfaction, needs, and expectations

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2.2 Oil transportation by truck contractors	<ol style="list-style-type: none"> Direct and online communication with oil transport contractors, such as regular monthly KPI meetings, due to the collaboration between BSRC and BCP, to communicate the format and method of work for the contractors to understand the work and be able to adjust the ways of working Direct and online communication, able to notify the work process and news to the oil transport contractors to be able to continue working without errors Survey the satisfaction during the oil receiving process and the oil transportation process from customers 	<ol style="list-style-type: none"> Appropriate job allocation during the period when the delivery workload decreases according to sales volume Communication about work division and delivery workload to build confidence with the oil transport contractors after the consolidation between BSRC and BCP's businesses Communication after the meeting has progressed and able to solve existing problems 	<ol style="list-style-type: none"> Notify the policy to maintain the existing contracts with suppliers and contractors to build confidence with the oil transport contractors. Coordinate oil transport contractors to comply with the oil filling process together between the oil transport contractors and the BSRC service station. Organize work to be fair by considering work efficiency, sending cars according to the contract, workload according to the contract, and track the results in the KPI. meeting report of oil transport contractors Increasing backhaul transportation, such as receiving ethanol/B100 on the return trip to the oil depot. 	<ol style="list-style-type: none"> Customers of both BCP and BSRC, as well as oil transport contractors, understand the format and process of working together Oil transport contractors receive fair job allocation according to work efficiency and can send vehicles according to the contract 	<ol style="list-style-type: none"> Seamless delivery of oil to BSRC service stations, where customers and oil transport contractors of BCP and BSRC understand and can work together efficiently Oil transport contractors have warehouse transfer work as additional work, including backhaul transportation work, during the period when the delivery workload decreases according to sales volume 	<ol style="list-style-type: none"> Plan to change the origin of the warehouse and delivery area after the consolidation of BCP and BSRC to be appropriate and achieve most value Discuss and change the logistic system to be clear and sustainable between BCP and BSRC oil transport contractors
2.3 Vessel transportation contractors	<ol style="list-style-type: none"> Regular direct and online communication Conduct KPI meetings with vessel transportation contractors every 3 months, including collaborative discussion on work methods Manage the vessel use appropriately 	<ol style="list-style-type: none"> Long-term and short-term vessel transportation contracts Appropriate and competitive freight rates Controllable volume of oil loss during transportation (Oil Loss Control) according to the target No accidents and oil spills into the water source during oil transportation Collaboratively improve and develop safety and efficiency in vessel oil transportation Elevate the ship inspection standards to allow ships to dock with all ports Review the ship transportation plan to accommodate the expansion of the Bangchak group 	<ol style="list-style-type: none"> Track the KPI together with the vessel oil transportation company every 3 months. Evaluate the performance of the vessel oil transportation contractors according to the Tanker Management and Self-Assessment (TMSA) system. Share information and guidelines for preventing oil loss, including accidents of oil transportation by ship. Follow up on improvements to oil transport ships in the contract. 	<ol style="list-style-type: none"> Oil loss control according to following targets: <ul style="list-style-type: none"> In transit Loss: Product < 0.14% on B/L Crude < 0.39% on B/L (Net Volume) The number of Oil spill is 0 The number of accidents during oil transportation is 0 	<ol style="list-style-type: none"> Oil loss control according to following targets: <ul style="list-style-type: none"> In transit Loss: Product 0.13% on B/L Crude 0.37% on B/L The number of Oil spill is 0 The number of accidents during oil transportation is 0 	<ol style="list-style-type: none"> Regular direct and online communication Conduct KPI meetings with vessel transportation contractors every 3 months, including continuous discussion on work methods Prepare Vessel Utilization to control the number of ships to be utilized equally Develop transport ships to be able to dock everywhere. Continuously monitor the safety of oil transport ships
2.4 Procurement Suppliers Raw Material for Productions (Including oil/Biofuel suppliers)	<ol style="list-style-type: none"> Conduct a satisfaction survey Monthly meetings with Suppliers Regular meetups and conversations 	<ol style="list-style-type: none"> Consistency in raw material procurement Fair and transparent procurement Providing information related to crude oil procurement that is beneficial to the seller Flexibility and smoothness in operation of receiving crude oil/ finished oil Timely payment for goods/services and document delivery Oil receipt and payment operations according to the plan/time, complete as scheduled 	<ol style="list-style-type: none"> Consistently procure raw materials with transparent procurement process. Regularly share beneficial information with each other. Operate with flexibility and solve problems together. Take care of product payment according to the specified time. Perform oil receipt and payment operations on time. 	The suppliers' satisfaction assessment score is 3 out of 5	The supplier's satisfaction assessment score is 4.9 out of 5	Organize monthly meetings with suppliers

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<p>3. Customers 3.1 General Service Station Customers (End users)</p> 	<ol style="list-style-type: none"> 1. Conduct consumer research 2. Conduct market research 3. Customer behavior data from POS and CRM systems 4. Data from the Department of Energy 5. Customer service department 6. Post-service survey via Mobile Application 	<ol style="list-style-type: none"> 1. Convenient location 2. Fast service 3. Polite and enthusiastic service 4. High-quality oil that meets customer needs 5. Clean and sufficient restrooms 6. Convenient accesses and exits of service stations with enough parking 7. Emergency plans and operational measures for various situations, and relief measures after incidents 8. Support emergency relief measures for customers 	<ol style="list-style-type: none"> 1. Expand service stations in areas of demand, develop service stations with a unique design, and offer a variety of additional services. 2. Improve service standards to be more agile. 3. Implement technology to improve service, such as expanding payment channels with the Bangchak digital payment system to reduce the service time of employees, expand the customer membership base, and exchange points through partners, such as changing points into mutual fund units with SCBS. 4. Train front-line employees through the Bangchak online academy, which provides easier access to training, to ensure that front-line employees perform according to the service procedure. 5. Deliver high-quality oil products that are environmentally friendly continuously. Bangchak is the only one that has Euro 5 standard oil up to 32 types, namely E20 S EVO, Hi-Premium Diesel S, and Hi Premium 97. 6. Develop service stations to extend offerings beyond oil, such as restaurants, Inthanin coffee shops, mini-marts, food stalls, food trucks, and other lifestyle businesses, such as pet food restaurants, transportation businesses. 7. Expand businesses related to EV Car/Bike for service, such as EV Charging stationer and Swapping Battery Station, etc. 8. Use customer data to develop suitable strategies for each customer group (Personalized Offerings), such as sending special promotions to missing members to stimulate them to return to use the service at service stations. 9. Give importance to the personal data protection policy, including increasing the security level in exchanging points of Bangchak members by requiring customers to enter a code (PIN) during the point redemption process. 10. Participate in helping to reduce the cost of living through various projects, such as offering a discount of up to THB2.5 per liter of gasoline according to government policy, "Payback on the Day of Gasoline Price Hike" in which members get extra points in the amount equivalent to the difference in oil price increase when filling up oil on the first day of price increase after paying the full amount of oil according to the new increased price, delayed oil price increase compared to competitors, etc. 11. "Reduce the price of premium grade oil by THB 7 per liter" to allow customers to access high-quality products at affordable prices. 	<ol style="list-style-type: none"> 1. Have a market share of clear oil through service stations at 16.4%. 2. Improvement in the satisfaction score of service station users from previous year 	<ol style="list-style-type: none"> 1. Have a market share of clear oil through service stations at 16.5% 2. Customer Satisfaction Score from 3.85 in 2022 becomes 4.16 3. The number of members gives an overall satisfaction score in the service through the Mobile Application average 4.42 / 5.0 4. Develop new 58 service stations nationwide, including 13 additional unique design service stations, totalling 87 branches 5. Develop Inthanin, both inside and outside service stations, accumulated a total of 1,020 branches 6. Expand the EV Charger stations, with 265 charging stations and 890 charging ports installed 7. Develop Non-Oil services in various formats in service stations, accumulated more than 4,390 Touchpoints 	<ol style="list-style-type: none"> 1. Expand service stations, both standard and Unique Design, to meet the needs of consumers 2. Improve some existing service stations to be more ready in providing services 3. Implement digital to improve customer experiences 4. Develop and expand new non-oil business models with partners to meet the needs of consumers 5. Organize continuous sales promotion events to meet the needs and expectations of consumers
<p>3.2 Industrial customers</p>	<ol style="list-style-type: none"> 1. Customer Visit 2. Meeting with customers in both online and on-site format 	<ol style="list-style-type: none"> 1. Developing products to align with customer needs 2. Improving logistics management 3. Enhancing service by providing technical support from the service team when customers encounter product usage issues 	<ol style="list-style-type: none"> 1. Developed additional solvent products, such as D80, Hexane, and BCP 80/100, complements the existing BCP White Spirit-3040 used in the paint industry. This expansion broadens the market reach to new customer segments. 2. Developed and enhanced the Transportation Management System (TMS) to optimize the oil delivery process, ensuring punctuality and customer satisfaction. 3. Provided online and on-site training sessions on product knowledge, particularly lubricants. Additionally, technical consultations were provided through online systems to enhance convenience, speed, and responsiveness to customer needs. 	<ol style="list-style-type: none"> 1. The market for solvent products expands, leading to increased sales volume 2. The number of complaints regarding delivery decreases 3. Sales volume increase 4. The satisfaction from the service provided meets the standard at 90% 	<ol style="list-style-type: none"> 1. Sales of solvent products have increased by 16% 2. Complaints regarding delivery have decreased by 40.51% 3. Sales have increased 4. Customer satisfaction rating is 93.91%, exceeding the set standard of 90%. 	<ol style="list-style-type: none"> 1. Improving sales in the international market



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3.3 Wholesale customers	<ol style="list-style-type: none"> Organizing seminars for the subgroups of customers of distributors to instill confidence in the quality and standards of the products 	<ol style="list-style-type: none"> Communicating product knowledge and developing new marketing formats to support market expansion Organizing sales promotion events and establishing competitive pricing Creating flexibility in payment methods and fund transfers 	<ol style="list-style-type: none"> The technical service team provided product knowledge training to support customer sales. Seminars on new marketing strategies were organized, along with sales promotion activities such as the implementation of a Loyalty program targeting specific customer groups to boost sales. Promotional campaigns were conducted as discussed with customers, including monthly or quarterly discounts, and annual discounts when customers achieved their purchasing targets, encouraging continuous buying and expanding the range of products sold. 	<ol style="list-style-type: none"> Sales volume or market share is increasing compared to the previous year 	<ol style="list-style-type: none"> Lubricant oil sales increased by 7.77% compared to 2022. Lubricant oil market share increased by 1.23% (from 10.20% in 2022 to 11.42% in 2023). 	<ol style="list-style-type: none"> Adjusting the existing stock keeping unit products to be more suitable Increasing sales of the Automotive product group, both in quantity and sales proportion
4. Service Station Operators 	<ol style="list-style-type: none"> Marketing representatives Monthly / Quarterly / Annual meetings BCP Link system Mystery Shopper Call center system Data from the Department of Energy Bangchak online academy 	<ol style="list-style-type: none"> Improved business performance (business operations for profit and growing revenues) Monitoring of MR Support and monitor the standards of service stations to be competitive (modern pump management system) Efficient equipment repair Effective sales promotion programs and advertising (demand for the development of marketing tools) Development of high-quality products (delivery of quality products to service stations) Timely, complete, and non-loss oil delivery service Emergency plans and operational measures for various situations Ability to continue providing services during emergencies Relief measure after incidents Place importance on the strategy to promote collaboration 	Develop the potential of operators for development Business results as follows: <ol style="list-style-type: none"> Maintain product quality to compete with competitors and push the sale of products that meet market needs Support and monitor the standards of service stations to be competitive. Support the improvement of service station image, such as Renovate, Bright and Clean, and Refresh. Continuously organize sales promotion events to stimulate sales in each customer group, such as water giveaway, point exchange for gold, etc. Provide support money to motivate operators to maintain image and service standards. Develop a tracking system for oil transportation trucks for customers to track and prevent corruption in transportation. Organize sales promotion events to push sales to operators when customer demand decreases. 	<ol style="list-style-type: none"> Have a market share of clear oil through service stations at 16.4% Improvement in the satisfaction score of service station users from previous year The score assessed by Mystery Shopper passing the standards (BGN 90%, Dealer 75%) 	<ol style="list-style-type: none"> Have a market share of clear oil through service stations at 16.5% Retail business sales increased by +3.0% from previous year The number of members gives an overall satisfaction score in the service through the Mobile Application average 4.42 / 5.0 Expand Inthanin inside service stations, accumulated total of 636 branches Expand the EV Charger stations, with 265 charging stations and 890 charging ports installed Develop non-oil services in various formats in service stations, accumulated more than 4,390 Touchpoints The score assessed by Mystery Shopper passing the standards (BGN 92%, Dealer 76%) 	<ol style="list-style-type: none"> Develop and expand new non-oil business models with partners to increase revenue and optimize the utility from rental area Support the improvement of service station image to attract consumers Continuously organize sales promotion events Organize activities to stimulate sales with operators, such as giving rewards and incentive Increase courses and the frequency of training in the E-Training system according to the needs of operators
5. Competitors (Service Stations) 	<ol style="list-style-type: none"> Follow up on business results, market conditions from the data of the Department of Energy Study competitor data through financial reports and present to relevant persons Follow news and marketing activities from various media, including social media Cooperate and coordinate with competitors on issues that the government requests cooperation Provide market information that does not affect competitors 	<ol style="list-style-type: none"> Conduct business transparently under fair trade and competition Provide support to competitors during emergencies that affect competitors 	Conduct business under free market competition and comply with laws and regulations related to business operations correctly and transparently.	<ol style="list-style-type: none"> No negative complaints or news in doing business with competitors No complaints from competitors in the part of unfair business operations. 	<ol style="list-style-type: none"> No negative complaints or news in doing business with competitors No complaints from competitors in the part of unfair business operations. 	Conduct business under free market competition and comply with laws and regulations related to business operations correctly and transparently

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6 Creditors (Loans, Bonds, Bank Loans) 	1. Interactive through phone calls, emails, or conference calls, roadshow, and seminars organized by financial institutions	1. Business stability in abnormal conditions with established plans to cope with the situations, including risk mitigation plans 2. Good business performance, higher returns (Capital Gain), and a continuous and stable growth 3. Clear future business expansion goals and directions of the Company, and invest in businesses that provide appropriate returns 4. Conduct business according to the sustainable development guidelines with good corporate governance principles 5. Provide knowledge and understanding about the important factors that affect business operations by disclosing additional information 6. Participate in company visit activities	1. Strictly comply with the terms of loan and bond contracts. 2. Strictly comply with the rules of financial institutions which are supervised by government agencies. 3. Answer questions/provide information to bank credit analysts when there are doubts correctly and quickly. 4. Coordinate/cooperate with financial institutions to allow them to present various financial services. 5. Do not object new financial institutions to provide financial services.	1. Maintain financial ratios to be within the conditions of loan/bond contracts 2. Provide complete information/answer to questions from financial institutions	1. Financial ratios remained within the conditions specified on loan/bond contracts 2. Provide complete information/answer to questions from financial institutions	1. Continuing in organizing meetings to update and exchange information of the Company and financial institutions to have latest quantitative information for creditors to assess the direction of business development 2. Participate in seminars or training with financial institutions 3. Provide feedback to creditors via phone, questionnaire, and others
7. Investors (Institutional Investors, Retail Investors, Analysts, and ESG Rating Agencies) 	1. Annual shareholders' meeting 2. Quarterly analyst meetings 3. Investor relations activities such as Roadshows and Conference calls 4. Disclosure of information, answering questions, and listening to suggestions through various channels of the Company (website, email, and phone) 5. Disclosure of information through the Stock Exchange of Thailand ("SET") and participation in activities organized by the SET, such as SET Opportunity Day 6. Disclosure of information to ESG Rating Agency through answering questionnaires or assessment in ESG aspect	1. Good business performance and a continuous and stable growth 2. Have a plan to deal with rapidly changing business environment and economic context, including risk management plans 3. Clear future business expansion goals and directions of the Company, and invest in businesses that provide appropriate returns 4. Dividend payment at a satisfactory level and on a regular basis 5. Opportunity to provide higher returns (Capital Gain) 6. Development of various projects according to the plan 7. Conduct business with responsibility according to the sustainable development guidelines 8. Disclose material information related to the Company correctly, transparently, and timely, and giving importance to disclosing more material information 9. Provide knowledge and understanding about the important factors that affect business operations 10. Participate in company visit activities 11. Give importance and disclose information according to ESG rating criteria to support decision-making for investment	1. The Company intends to pay dividends to shareholders appropriately with the business performance and policy, and the dividend payout ratio is close to other companies in the same business. 2. The Company's executives provide information on business performance and answer questions to analysts, investors, and shareholders through meetings and various activities such as shareholders' meetings, quarterly analyst meetings, etc. 3. Change the communication channels with shareholders, investors, and analysts by utilizing more of Virtual communication through Online Meeting / Video Conference, to allow the Company in continuing to organize various activities and communication with investors in all situations. 4. Participate in activities organized by the SET, namely Opportunity Day and Thailand Focus, to give executives the opportunity to meet with individual investors. 5. Improve the investor relations page to be modern, with complete information that is easy to use, and give importance in disclosing material information related to the Company on the website quickly and timely. 6. Prepare documents to disclose information, both in Thai and English, such as MD&A / Factsheet / Company Profile for shareholders and investors every quarter. 7. Prepare a report summarizing questions and various comments received from shareholders, investors, and analysts, and report to the executives regularly. 8. Answer the assessment and disclose ESG information as requested by investors or shareholders.	1. Organize an on-site analyst meeting at least once a year to open opportunities for analysts and investors to meet and discuss with executives directly 2. Receive Roadshow or Conference invitation at least once a quarter 3. Receive a request for a Conference call 4. Receive awards in investor relations from credible agencies 5. Be evaluated or ranked by independent external agencies that reflect that the Company is a quality and sustainable security, such as THSI, S&P Global CSA, and MSCI	1. Received invitations and participated in Roadshow and Conference both domestically and internationally more than 10 times in 2023 2. Received awards in investor relations, namely SET Best Investor Relations Awards, Asian Excellence Award for 2023 for 6 awards comprising Asia's Best CEO (Investor Relations), Asia's Best CFO (Investor Relations), Best Investor Relations Professional, Asia's Best CSR, Best Environmental Responsibility, and Best Investor Relations Company	1. Organize a quarterly analyst meeting to announce the Company's performance and prepare a Webcast of the meeting, along with English translation, published on the Company's investor relations website, to support the right of all investor groups to access information without discrimination 2. Organize/join activities that promote investors to access information and understand more on the Company's businesses, such as Company Visit activities 3. Participate in Roadshow and Conference with investors regularly, both Online and On-Site (when the situation is conducive) 4. Participate in Opportunity Day activities organized by the SET every quarter to give executives the opportunity to meet with individual investors 5. Emphasize on the correctness of information and the timing of information disclosure through various channels, especially the Company's website 6. Improve the disclosure of information through various documents such as MD&A / Factsheet / Company Profile in the format that is be easy to understand and covers all topics 7. Prepare a report summarizing questions and various comments received from shareholders, investors, and analysts, and report to the executives regularly

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Bangchak's Neighbors 8.1 Nearby communities (1.5 kilometers radius, covering 8 communities in Phra Khanong district, 1 community in Bang Na district, and 11 villages in Bang Nam Phueng Subdistrict, Phrapradaeng District, Samut Prakarn)</p> 	<ol style="list-style-type: none"> Community relations employees / local visits Community relations activities and access to target groups Channels for communication / complaints <ol style="list-style-type: none"> Direct telephone lines / 24-hour Call Center Public announcement board Audio transmission through public broadcasting LINE community group Leaflets / brochures / banners Evaluation of community relations activities Assessment of community needs by a Third Party 	<ol style="list-style-type: none"> Have strategies and operate the business with safety, and give importance to the environment and the impact that may occur to the community, which affects the Company's image and acceptance, in order to inspire communities' trust, which allows the Company to continue to operate (License to operate) Notify the community in advance before taking any action that may have an impact or cause misunderstanding in the communities Participate in community relations activities: <ol style="list-style-type: none"> Education development Quality of life development Economic development Environmental development in the community Safety development Continuous support / care in both health and economic aspects after the COVID-19 outbreak situation eased 	<ol style="list-style-type: none"> Adjust the format of activities to be aligned and consistent with situations, environments, and current community needs. <ul style="list-style-type: none"> Continuing to carry out activities and return to the normal format prior to COVID-19 according to the needs of the target community group per the results of the 2022 needs assessment of 95.5%. The Bangchak Huang Yai Su Phai COVID-19/PM2.5 supported the donation of medical face masks and children's face masks. Support the education of young people in the community through the Bangchak Youth Scholarship Project to alleviate the burden of parents / community from the inflation and continuing economic stagnant situations. Support / promote proactive life and preventive healthcare in the community. <ul style="list-style-type: none"> Organize "Healthy Community" project by collaborating with a private hospital in the area, namely Rama Rak Hospital, in providing health checks for people in the community around the oil refinery. Organize "Elderly with Online Heart" project / event by providing knowledge about the use and safety from technology and online media to the elderly in the community to have knowledge and be able to apply in daily life. Support / promote the economy and generate recurring income for the community. <ul style="list-style-type: none"> Bangchak supports a career profession and develops the skill of making Thai desserts for the community around the refinery to create jobs, careers, and generate income for the community to promote income recovery amid the stagnant economic recovery after the COVID-19 situation eased. Support / subsidize products / services from the community to use in the Company's projects / activities continuously, creating more than THB 1,000,000 baht of income to the community. Environmental and biodiversity promotion projects, including the "Phuet Phan Pan Suk Ruam Pluk Ton Mai Project" (areas in Phra Khanong district, Bang Na district, and Bang Nam Phueng) and support the conservation of firefly / firefly surveys by local research teams / World Firefly Day Kung Bang Kachao in 2023 with over 300 participants, and support the Bang Nam Phueng Large Farm Stingless Beekeeper Group / World Bee Day and the competition for stingless bee hives in 2023 with over 300 participants, generating income for the group / community of more than THB 300,000. Build good and sustainable relationships with the community through participatory development: <ul style="list-style-type: none"> Set up a committee to develop environmental quality and social activities. Organize a meeting between the Environmental Quality Improvement and Social Activities Development Committee and the community committee to present the plan and listen / discuss for development together in the future. Organize Bangchak Open House activities to get to know and visit the Company and Bangchak refinery. Organize community trip committee / community trip activities, which includes off-site studies and training (search for community identity) to develop the community and build good relationships between the community and the Company. Support / promote preventive / proactive safety for the community, carry out equipment inspection activities and support the preparation of safety readiness in the community continuously, such as evacuation plan drills in case of emergency / disaster, safety inspection project, support fire extinguishers to the community, etc. Communicate the work plan to the community in advance in all communication channels, such as public announcement boards, LINE, leaflets / brochures / banners, etc. 	<ol style="list-style-type: none"> Result of the satisfaction assessment by questionnaires provided to activity participants: $\geq 90\%$ Result of the community engagement assessment: $\geq 88\%$ 	<ol style="list-style-type: none"> Result of the satisfaction assessment by questionnaires from participating in activities: is 96.40% Result of the community engagement assessment is 88.20% 	Develop activity plan to align with the community needs in 7 areas: <ul style="list-style-type: none"> Quality of Life Education Environment Safety Economy Relationships Public Benefits

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			9. Support, take care of, and participate in activities / public benefits within the community, such as supporting important day activities (New Year's Day, Children's Day, Songkran Day, Mother's Day) and other activities such as repairing lights, cutting trees, improving community multipurpose rooms, improving various project signs within the community, improving and constructing steel structure roofs for compost machines, supporting elderly club shirts, supporting safety checkpoints during festivals, etc..			
8.2 School Groups	<ol style="list-style-type: none"> 1. Community relations employees / local visits 2. Community relations activities and access to target groups 3. Channels for communication / complaints <ol style="list-style-type: none"> 3.1 Direct telephone lines / 24-hour Call Center 3.2 Public announcement board 3.3 Audio transmission through public broadcasting 3.4 LINE community group 3.5 Leaflets / brochures / banners 4. Evaluation of community relations activities 5. Assessment of community needs by a Third Party 	<ol style="list-style-type: none"> 1. Have strategies and operate the business with safety, and give importance to the environment and the impact that may occur to the schools, which affects the Company's image and acceptance, in order to inspire the schools' trust, which allows the Company to continue to operate (License to operate) 2. Support the development of education in various aspects, such as the capability of personnel / students in the schools, support technology / teaching media, etc. 3. Support the development of the surrounding and environment both inside and outside the schools, provide knowledge and create a network in the environment / environmental management for teachers - students and schools 4. Support safety, provide knowledge on coping with emergency situations / disasters, basic self-help and others, support fire extinguisher equipment, etc. 5. Continuous support / care in both health and economic aspects after the COVID-19 outbreak situation eased 	<ol style="list-style-type: none"> 1. Adjust the format of activities to be aligned and consistent with situations, environments, and current school needs: <ul style="list-style-type: none"> - Continuing to carry out activities and return to the normal format prior to COVID-19 according to the needs of the target school group per the results of the 2022 needs assessment of 91.5%. - The Bangchak Huang Yai Su Phai COVID-19/PM2.5 supported the donation of medical face masks and alcohol hand sanitizers / cleaning for schools . 2. Support the education of young people in the community through the Bangchak Youth Scholarship Project to alleviate the burden of parents / community from the inflation and continuing economic stagnant situations. 3. Operate a project to develop the capability of teachers and schools and returning to on-site training, beginning with the Pre-STEM Activities curriculum to support long-term projects to be implemented in 2024. 4. Organize environmental projects, Eco-School Environmental Education project, Environmental Education Curriculum in Schools (Online), Ruk Pun Suk Junior project, waste management and waste bank in all school systems, The Green Shelter Project for the Friend of Pa Foundation which involves collecting cleaned UHT boxes and recycle into construction materials for people affected by natural disasters and those in need, and the Waste Orphan project which involves reducing sources of waste in schools by separating and disposing in the right way to reduce air pollution from landfill according to the waste management direction of Circular Economy. 5. Operate a safety project "Bangchak Huang Yai Plot Phai Nai Rong Rian" (fire extinguishing and fire escape drills with schools, return to 100% on-site arrangement) and additional basic first aid training courses, basic CPR, and the use of AED machine as another additional course, which are the need of the Bangkok Metropolitan Administration Office and schools for the safety of students and school personnel, from the lessons learned from the Itaewon incident in South Korea, and support fire extinguishers for schools as appropriate. 6. Organize projects / activities Dek Show Ded Festival@ Phrakhanong, Bangna in collaboration with network partners in the area, such as large shopping centers including 101 True Digital Park and Megabangna, and government agencies including Phra Khanong District Office, Bang Na District Office, and offer a space for students around Bangchak oil refineries to show their abilities in music, performance, and culture, etc. 7. Support, take care of, and participate in activities / public benefits inside / outside the school, such as supporting important day activities (New Year's Day, Children's Day) and other activities such as supporting the improvement of multipurpose buildings, sports uniforms, student sports events, Bangkok Metropolitan Administration Office, supporting budget for Open House activities, supports to schools / various projects that work together to set up outdoor activity booths, sports event, and various activities within the school, etc. 	<ol style="list-style-type: none"> 1. Result of the satisfaction assessment by questionnaires provided to activity participants: $\geq 90\%$ 2. Result of the school engagement assessment: $\geq 88\%$ 	<ol style="list-style-type: none"> 1. Result of the satisfaction assessment by questionnaires provided to activity participants: 94% 2. Result of the school engagement assessment: 92% 	Develop activity plan to align with the school needs in 7 areas: <ul style="list-style-type: none"> - Quality of Life - Education - Environment - Safety - Economy - Relationships - Public Benefits

Stakeholder Group	Key Engagement Approaches in 2023	Expectations/Needs of Stakeholders in 2023	The Company's Responses in 2023	Response Target in 2023	Results in 2023	Activity Plan for 2024
8.3 Family Group (Detached House Group)	<ol style="list-style-type: none"> Community relations employees / local visits Community relations activities and access to target groups Channels for communication / complaints <ol style="list-style-type: none"> Direct telephone lines / 24-hour Call Center Public announcement board Audio transmission through public broadcasting LINE community group Leaflets / brochures / banners Evaluation of community relations activities Assessment of community needs by a Third Party 	<ol style="list-style-type: none"> Have strategies and operate the business with safety, and give importance to the environment and the impact that may occur to the target group, which affects the Company's image and acceptance, in order to inspire the community's trust, which allows the Company to continue to operate (License to operate) Support quality of life, such as supporting knowledge in physical health, mental health, and other areas that are beneficial and necessary for daily life, continuous support / care after the situation of the spread of COVID-19 has eased, etc. Support the environment, such as providing environmental / environmental knowledge to neighbors, conservation activities, inspire environmental consciousness that can be done or participated easily by oneself, being a medium to promote or support environmental development projects to improve, etc. 	<ol style="list-style-type: none"> Adjust the format of activities to be aligned and consistent with situations, environments, and current target group needs: <ul style="list-style-type: none"> Continuing to carry out activities and return to the normal format prior to COVID-19 according to the needs of the target community group per the results of the 2022 needs assessment of 98.5%. Organize activities to support various necessary items, such as foldable cloth bags, eco-friendly food boxes, eco-friendly water bottles, portable folding umbrellas, etc., alternating with useful Workshop activities such as online elderly projects / activities, training to provide knowledge about the use and safety from technology and online / social media to the elderly in the family group to have knowledge and be able to apply in daily life, tree planting activities in the garden which involves simple tree planting methods to increase green space for the house and help purify the air, activities to provide knowledge in self-protection from respiratory diseases that may occur due to PM 2.5 dust problems, etc. Clearly communicate with target group through Krob Krua Bai Mai (Leaf Family) Newsletter and Krob Krua Bai Mai Bangchak Facebook page. 	<ol style="list-style-type: none"> Result of the satisfaction assessment by questionnaires provided to activity participants: ≥90% Result of the family group engagement assessment: ≥88% 	<ol style="list-style-type: none"> Result of the satisfaction assessment by questionnaires provided to activity participants: 98.20% Result of the family group engagement assessment: 86.80% 	Develop activity plan to align with the family group needs in 7 areas: <ul style="list-style-type: none"> - Quality of Life - Education - Environment - Safety - Economy - Relationships - Public Benefits
8.4 Condominium	<ol style="list-style-type: none"> Community relations employees / local visits Community relations activities and access to target groups Channels for communication / complaints <ol style="list-style-type: none"> Direct telephone lines / 24-hour Call Center Public announcement board Audio transmission through public broadcasting LINE community group Leaflets / brochures / banners Evaluation of community relations activities Assessment of community needs by a Third Party 	<ol style="list-style-type: none"> Have strategies and operate the business with safety, and give importance to the environment and the impact that may occur to the target group, which affects the Company's image and acceptance, in order to inspire the community's trust, which allows the Company to continue to operate (License to operate) Support quality of life, such as supporting knowledge in physical health, mental health, and other areas that are beneficial and necessary for daily life, continuous support / care after the situation of the spread of COVID-19 has eased, etc. Support the environment, such as providing environmental / environmental knowledge to neighbors, conservation activities, inspire environmental consciousness that can be done or participated easily by oneself, being a medium to promote or support environmental development projects to improve, etc Support safety, such as organizing training in necessary and beneficial safety areas, providing knowledge and understanding of environmental impact prevention measures, safety of Bangchak, and building confidence between each other, etc. Organize activities appropriately and continuously Develop the format of public relation activities announcement to cover more target groups Continuing to support / care in both health and economic aspects after the situation of the spread of COVID-19 has eased 	<ol style="list-style-type: none"> Adjust the format of activities to be aligned and consistent with situations, environments, and current target group needs: <ul style="list-style-type: none"> Continuing to carry out activities and return to the normal format prior to COVID-19 according to the needs of the target community group per the results of the 2022 needs assessment of 78%. The Bangchak Huang Yai Su Phai COVID-19 supported the donation of medical face masks. The Bangchak Huang Yai Sai Jai Phuen Ban Condo supported various necessary items, such as New Year's calendar, foldable cloth bags, eco-friendly food boxes, portable folding umbrellas, etc. Organize fire extinguishing / emergency plan and fire escape drills, with additional content in 2023 covering basic first aid, Basic CPR and the intensive use of AED equipment to match the needs and current situation that are more aware of life-saving from respiratory arrest. Support necessary and beneficial activities of the condo according to the needs continuously, such as the annual general meeting, etc. Communicate news / activities through channels that the target group can conveniently and regularly access, such as: <ul style="list-style-type: none"> LINE Phuen Ban Bang Chak (Bang Chak Neighbors) Krob Krua Bai Mai (Leaf Family) Newsletter Poster 	<ol style="list-style-type: none"> Result of the satisfaction assessment by questionnaires provided to activity participants: ≥90% Result of the Condominium group engagement assessment: ≥88% 	<ol style="list-style-type: none"> Result of the satisfaction assessment by questionnaires provided to activity participants: 96.60% Result of the Condominium group engagement assessment: 91.20% 	Develop activity plan to align with the condominium group needs in 7 areas: <ul style="list-style-type: none"> - Quality of Life - Education - Environment - Safety - Economy - Relationships - Public Benefits

Stakeholder Group	Key Engagement Approaches in 2023	Expectations/Needs of Stakeholders in 2023	The Company's Responses in 2023	Response Target in 2023	Results in 2023	Activity Plan for 2024
9. Mass Media (Newspaper, Magazines, Television, Radio, Online Media) 	<ol style="list-style-type: none"> Explore needs/expectations from conversations with the media Meet and visit the media on various special occasions and quarterly Arrange special interviews on various occasions as requested by the media, appropriately by the high-level management responsible for each work group Add appropriate content to respond to online media and expand the target group. Support budget / Inthanin beverages in various special events and occasions. 	<ol style="list-style-type: none"> Information on business development, business information in general, as well as growth and expansion plans related to the business Appointment of special interviews with senior executives beyond normal press conferences to get specific points that the media wants to cover and presented as unique news from other media Need for having senior executives to be the information providers and show visions in the energy business and related businesses to provide credibility in the news and create motivation in following the news Need for interesting news footages Need for a quick and correct response, such as requesting information, requesting interviews, etc. 	<ol style="list-style-type: none"> Respond to the needs of the media in all matters that are beneficial to the Company and the public. Organize press releases and media interviews, including Online format, to be adaptable with the situation, and regularly prepare the Press Release. Support the activities of the mass media that are for the common good and support on the anniversary of the media. Visit the media in the energy business line and related lines regularly, including participating in various situations such as illness, childbirth, death. 	<ol style="list-style-type: none"> The value of news disseminated through print media and online media The number of media attending the press conference The number of news disseminated The quality of the disseminated news is correct and complete 	<ol style="list-style-type: none"> The Company's news has been disseminated in various media regularly, showing that the work with the mass media is appropriate and committed The value of news disseminated through print media (Media Value) and online media aligns with the target News information is disseminated correctly and completely 	<ol style="list-style-type: none"> Organize activities to engage with the mass media to promote a closer relationship (adjust as appropriate according to the situation) Add new media databases and foreign media in Thailand and the Asia region, including preparing English-language press releases paired with Thai news so that media and interested foreigners are informed
10. Government Agencies 10.1 Local Government Agencies 	<ol style="list-style-type: none"> Consolidation and exchange of knowledge by inviting public officers for company visits. Integrated cooperation with government agencies on environmental projects or work improvement projects to promote efficiencies, such as the Beautiful Khlong, Clear Waters Campaign, etc. 	<ol style="list-style-type: none"> Compliance with the law or better than what the law stipulates in terms of air pollution, waste management or treatment, and wastewater discharge. Responsibility to society and the environment, sustainable coexistence with the community. Good safety and environmental management system of the factory. Comprehensive safety measures which can act quickly and immediately. Cooperate in providing correct and timely information and support government agency projects. Allow the opportunities for stakeholders to participate in expressing opinions. 	<ol style="list-style-type: none"> Comply with laws, regulations, and regulations related to business operations correctly and transparently. Check the work of various departments within the Company to ensure correctness and transparency as stipulated by law through the Legal Assessment and SHEE Audit project. Control environmental quality at higher standards than the one required by laws. Clarify or submit correct information to government agencies within the specified time and support correct and timely information in case of emergency. Cooperate with the state sector in promoting environmentally friendly projects. 	<ol style="list-style-type: none"> Government agencies approve the project that the Company has requested for a new permit, including the continuing permission of existing permits to allow for continued operations. Control air quality and wastewater quality within the standard. 	<ol style="list-style-type: none"> Comply with laws and regulations related to business operations completely. Continuous pushing to maintain the quality of the projects that already achieved higher standards than the one set by laws. 	<ol style="list-style-type: none"> Exchange of knowledge by inviting government officials for company visits. Integrated cooperation with government agencies on environmental projects or work improvement projects to promote efficiencies, such as the Beautiful Khlong, Clear Waters Campaign, etc., as well as collaborative projects with other factories in the Phra Khanong area to develop a green industry network according to the policy of the Department of Industrial Works.
10.2 Central Government Agencies	<ol style="list-style-type: none"> Meet, explain, discuss and participate in government agency projects Government agencies answering the survey of government agency needs / expectations Participate in training, seminars, exchange of legal knowledge organized by government agencies 	<ol style="list-style-type: none"> Comply with the law and obligations completely Cooperate in providing correct and timely information and support government agency operations 	<ol style="list-style-type: none"> Comply with laws, regulations, and regulations related to business operations correctly and transparently. Check the work of various departments within the Company to ensure correctness and transparency as stipulated by law through the Legal Assessment and SHEE Audit project. Clarify or submit correct information to government agencies within the specified time and support correct and timely information in case of emergency. 	<ol style="list-style-type: none"> Government agencies cooperate and support various operations that require contact with government agencies, such as registration and request or renewal of various permits related to the Company's business. 	<ol style="list-style-type: none"> Comply with laws and regulations related to business operations completely. Continuous pushing to maintain the quality of the projects that already achieved higher standards than the one set by laws. 	<ol style="list-style-type: none"> Participate in training, seminars, exchange of legal knowledge organized by government agencies, such as commenting on the bill. Joint consultation with government agencies in case of joint project implementation.