

## Corporate Risk Profile

In 2025, Thaioil demonstrated two elements of its corporate risk profile, including detailed risk descriptions evaluating likelihood and magnitude, along with corresponding mitigating actions as follow:

Corporate Risk 2024	Description	Risk level before mitigation	Risk level after mitigation	KRI	Appetite	Tolerance	Mitigation Actions
Cyber security risk	Workplace trends have altered, and business operation relies more reliance on technology, including work-from-home practice and digital workplaces where employees connect, communicate, and collaborate through multiple channels, using electronic meeting. The digital technology is applied to increase efficiency in every step of the business, leading to cyber risks of data leaks, infrastructure attacks, and ransomware among others.	High	Low	Major cyber attack / Personal Data Protection Act data breach from cyber attack	0	1 (Minor)	<ul style="list-style-type: none"> <li>Comply with ISO 27001:2013 Information Security Management System</li> <li>Deploy Cybersecurity governance framework, policies and procedures</li> <li>Communicate on measures and guidelines to related parties</li> <li>Regular test of protection systems by third-party experts to identify defects and seek additional protection guidelines</li> <li>Increase Zero Trust Architecture measures</li> <li>Conduct a vulnerability assessment</li> <li>Implement Security operating center (SOC) 24 hours by external service to monitor cyber threat</li> <li>Ensure data protection and recoverability via regular backups, secure storage, and periodic recovery and Business continuity exercise</li> <li>Educate employee on various forms of cyber- threats and conduct phishing mail exercise</li> </ul>
				Cyber security awareness: % of phishing test passed	95%	87%	
Community complaint	Thaioil has demonstrated its commitment to operating its business with responsibility for communities, society, and the environment for sustainable development . It is crucial for Thaioil to minimize and prevent any adverse impacts on the local stakeholders residing near the refinery, fostering admiration, acceptance, and trust from the surrounding communities and society at large. Additionally, Thaioil's failure to effectively address safety, environmental, and social concerns, coupled with a lack of clear mitigation strategies and remedial measures, may lead to dissatisfaction among nearby communities and stakeholders, ultimately tarnishing the company's reputation.	Medium	Low	% VOS closing vs plan (community and social)	100%	100%	<ul style="list-style-type: none"> <li>Communicate with the community through company's event</li> <li>Set up meeting with NGO groups regularly</li> <li>Corporate Social Responsibility (CSR) projects in the area surrounding the refinery</li> <li>Engagement activities through the three coordinates involving Thaioil and Subsidiaries, communities, and local authorities, and five participates in together thinking, acting, resolving, learning, and developing</li> <li>Environmental whistleblowing process</li> </ul>