

Regular risk management education for all non-executive directors

In 2025, non-executive directors serving as members of the Risk Management Committee (RMC) received specialized training tailored to their roles. The focus of this training was risk management awareness of Thailand's strategic towards the oil market, business resilience in geopolitical situation and cybersecurity. This essential knowledge provided the information such as business operations and directions, economics, commercial, hedging and uncertainties. This training initiative stands as a crucial component of Thairoil's risk management strategy and risk management in transitioning towards Thairoil's new S-curve investment strategy and business resilience in uncertainty situation.

Moreover, there are risk management related trainings provided to directors. A list of director's training courses in 2025 is shown below.

Training Course	Description
<u>Risk Management Program for Corporate Leaders</u>	<p>Risk management program was provided to directors with objectives to raise risk management awareness every year. The program is designed for Board of Directors, Risk Committee and C-Suites to understand about their roles in overseeing different types of risks which also include risks arising from opportunity management and business crises. The program reflects the perspectives of corporate leaders who are responsible for supervising and monitoring the work of executives who directly manage the risks.</p> <p>Course Outline:</p> <ul style="list-style-type: none">○ Risk Management Framework○ Managing Opportunities○ Managing Risks○ Managing Crises
Hedging for TOP Board	<p>On 27 June 2025, this session is conducted by the Commercial Planning Department. Its primary objective is to share TOP Group's hedging price risk exposure, procedures, framework, as well as key instruments, and examples related to hedging activities. It aims to provide the right understanding and perspectives to our directors and executives to support effective strategic direction, execution, and comprehensive risk management planning.</p>
Cybersecurity for TOP Board	<p>On 3 October 2025, the presentation on Business Impact of Cyber Attacks highlighted real cyber-attacks in Thailand, emerging AI-driven cyber threats, and external risks to Operational Technology (OT). It emphasized the Board of Directors' role in cybersecurity oversight, aiming to equip the Board of Director with risk awareness and strategic insight to guide effective governance and corporate direction.</p>

<p>Navigating Uncertainty in a Multipolar World</p>	<p>This seminar is conduct under risk expert session, provided by Dr. Arm Tungnirun, Faculty member, Faculty of Law, Chulalongkorn University on June 23, 2025. It aims to highlight the shift toward a multipolar world driven by US-China rivalry, geopolitical volatility, and economic decoupling. It shows how the risks from trade protectionism, technology competition and energy security are reshaping globalization and supply chains. The objective is to provide our directors, executives, including key senior staff with valuable insights to support business strategy formulation, strategic direction and execution, and risk management for long-term organizational resilience.</p>
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