



# 2025

## Human Rights Due Diligence Process and Human Rights Impact Assessment and Management (HRIAM) Report



## Our Commitment & Strategy

- *Challenges, Risks and Impacts*
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- *Business Partners Code of Conducts-Business and Human Rights Policy*
- *Thairoil Group Privacy Policy*
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## Challenges, Risks and Impacts

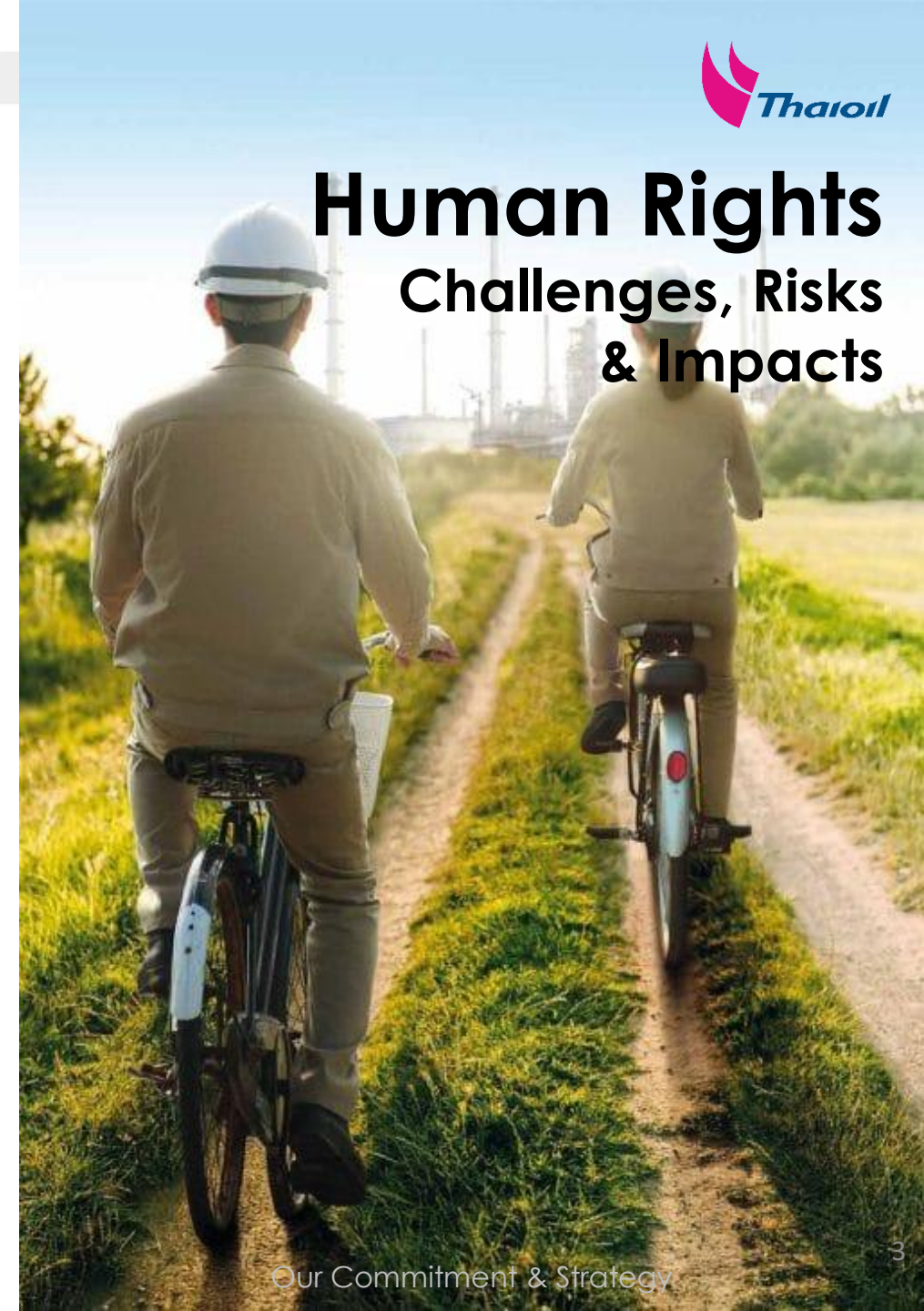
Significant developments in human rights have occurred since the United Nations proclaimed the Universal Declaration on **Human Rights nearly 70 years ago. This milestone introduced the concept of a “universal” human rights framework**, which has evolved continuously to adapt to changing eras and contexts. In 2023, the Royal Government of Thailand declared the 2nd National Action Plan on Business and Human Rights for 2023-2027. Thairoil Group is committed to adhering to both international and Thai frameworks and principles on human rights to ensure that there are no human rights risks to all Thairoil's stakeholders arising from its activities.

In 2025, Thairoil faced challenges from organizational restructuring, the construction of the Clean Fuel Project (CFP), and the Company's strategies to expand the business into international markets. These developments may lead to risks of human rights violations for all stakeholders, including illegal labour practices, forced labour, and human rights risks associated with suppliers, such as forced or child labour, as well as community rights. These risks could negatively affect Thairoil's reputation and its operations, including delays in project implementation and the potential rejection of the goods or services.

For these reasons, Thairoil Group has a business approach to integrate the human rights principle in all processes to align with international standards and relevant regulations. Thairoil Group has systematically investigated and monitored human issues covering human rights risk assessment, management, remediation, and the prevention of human rights violations throughout the supply chain. In addition, the Company has established a screening and monitoring process to mitigate potential human rights risks arising from its business operations, while building strong relationships with communities and stakeholders to prevent conflicts and maintain trust. The Company continuously enhances its policies to align with international requirements to strengthen long-term competitiveness and organizational sustainability.



# Human Rights Challenges, Risks & Impacts



# THAILOIL GROUP COMMITMENT

## Our Commitment



Thaioil Group is committed to respecting human rights in all operational areas across the value chain, as demonstrated in the Company's business operations. The Company has announced the Human Rights Policy and the Thaioil Group Human Rights Impact Assessment and Management Procedure since 2015. Also, these policies and procedures have been consistently updated to align with the United Nations Guiding Principles on Business and Human Rights (UNGPs), the Core Conventions of the International Labor Organization (ILO), the United Nations Global Compact (UNGC), the International Finance Corporation (IFC), and the National Action Plan on Business and Human Rights (NAP).

To demonstrate the human rights commitments across the "Thaioil Group Value Chain," Thaioil Group has developed tools and conducted Human Rights Due Diligence (HRDD) for business activities and suppliers in the value chain every three years and monitored the performance on an annual basis. The tools and approaches are developed in accordance with international and national human rights impact assessment and management frameworks and the enterprise risk management criteria.

Due to the construction of the Clean Fuel Project (CFP) and the global trends in sustainability, Thaioil Group has progressively made improvement in Thaioil Group human rights policies and procedures to uplift human rights in our value chain. In addition, Thaioil group's stakeholders support and corporate according to policies and procedures related to protect, prevent and reduce any risks that might have an effect on continuing business.

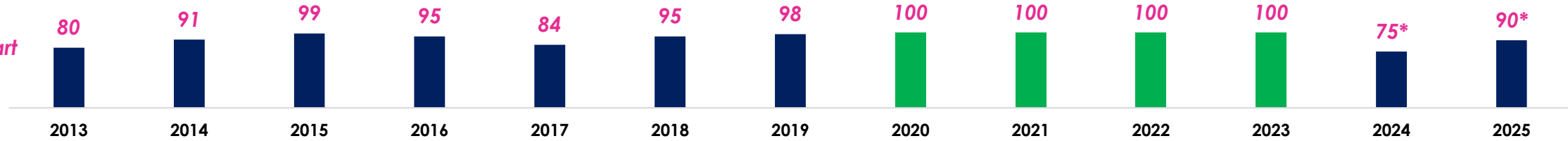
At the same time, Thaioil Group expands its businesses to international markets more according to corporate strategic direction, where human rights laws and regulations requiring different practices from Thailand's. As a result, Thaioil Group has therefore developed human rights in aspect of international clients and suppliers to ensure that the whole value chain respect to human rights of stakeholder across the business activities comprehensively.

Importantly, Thaioil Group has placed importance of human rights in action across its value chains by identifying key potential risk of human rights and targets for 8 years since 2016 . With this respect, **Thaioil Group continuously achieves zero non-compliance with human rights to all stakeholders every year.**



# Thaioil Group Human Rights Journey and 5 years Roadmap (2025-2029)

DJBIC Score in part of human rights



\* Got full 100 scores but deducted due to oil spill

Human Rights Dimension	2025	2026	2027	2028	2029	Measures
<b>Commitment to Thailand government's human rights guideline.</b>	<ul style="list-style-type: none"> <li>Align &amp; ensure compliance with the 2<sup>nd</sup> National Action Plan on Business and Human Rights (NAP2).</li> </ul>			<ul style="list-style-type: none"> <li>Align &amp; ensure compliance with the 3<sup>rd</sup> National Action Plan on Business and Human Rights (NAP3).</li> </ul>		<ul style="list-style-type: none"> <li>100% business operations alignment with NAP 1 and NAP 2.</li> <li>Up-to-date human rights polices and procedures</li> <li>Zero complaint on human rights</li> <li>Human Rights Award</li> </ul>
<b>Commitment to global/international human rights guideline.</b>	<ul style="list-style-type: none"> <li>Continuously study and monitor global/international human rights principles and analyze to define revision of Thaioil Group policies, procedures and practices related.                             <ul style="list-style-type: none"> <li>✓ Global human rights standards and guidelines of international organizations e.g., UN, ILO, etc.</li> <li>✓ Human rights practices of leading business organizations.</li> <li>✓ Study and monitor practices on grievance and remedy mechanisms of international organizations and continuously review the effectiveness of Thaioil Group's practices.</li> </ul> </li> </ul>					
<b>Practice and compliance with Thaioil Group Human Rights Policies.</b>	<ul style="list-style-type: none"> <li>Promote and support to ensure Thaioil Group business operations in our value chain as well as our business partners (suppliers, contractors, vendors) complying with Thaioil Group's human rights policies.</li> <li>Update policies and practices related to human rights to align with regulations of the government and global sustainability standards.</li> </ul>					
<b>Practice and comply with Thaioil Group Human Rights Policy: Foreign workers' rights</b>	<ul style="list-style-type: none"> <li>Study how to protect and manage potential risks and impact to foreign worker rights as well as study ethical selection process of Thaioil Group.</li> </ul>	<ul style="list-style-type: none"> <li>Establish the guidance and practices to protect and manage potential risks and impact to foreign worker rights.</li> <li>Communicate and educate the guidance and practice to related and concerned parties and all employees.</li> <li>Monitor effectiveness of implementation.</li> </ul>				
<b>Human Rights Due Diligence Assessment</b>	<ul style="list-style-type: none"> <li>Conduct Human Rights Due Diligence.</li> <li>Continuously monitor the implementation of remedial measures.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct Human Rights Due Diligence and Risk Assessment by 3<sup>rd</sup> party.</li> <li>Put in place effective remedy mechanisms.</li> </ul>		<ul style="list-style-type: none"> <li>Conduct Human Rights Due Diligence.</li> <li>Continuously monitor the implementation of remedial measures.</li> </ul>		
<b>Human Rights Mindset</b>	<ul style="list-style-type: none"> <li>Scale up human rights mindset of Thai Oil Group employees and stakeholders through E-learning, activities, and leadership communication.</li> </ul>					

# *The 2<sup>nd</sup> National Action Plan on Business and Human Rights (NAP 2)*



1

Labour



**Employees and Contractors**

1. Compliance with labour laws, labour standards and the principles of human rights.
2. Labour rights and welfare.
3. Elimination of discrimination in the workplace.
4. Grievance Mechanism and Remediation.

2

Community, Land,  
Natural Resources And  
The Environment



**Local Communities and Environment**

1. Compliance with laws, standards and human rights principles governing the environment, natural resources and land.
2. Allowing participation from communities and public.
3. Environmental/Health Impact Assessment (EIA/EHIA).
4. Grievance Mechanism and Remediation.

3

Human Rights  
Defenders



**Complainants**

1. Compliance with laws, measures, and human rights principles on the protection of human rights defenders.
2. Providing knowledge and understanding of the duties of human rights defenders.
3. Establishing measures to protect human rights defenders.
4. Grievance Mechanism and Remediation.

4

Cross Border  
Investment And  
Multinational  
Enterprises



**Clients and Consumers**

1. Compliance with laws, standards, and human rights principles related to international investment and multinational corporations.
2. Raising awareness of international principles or standards on human rights and legitimate business operations.
3. Grievance Mechanism and Remediation.

# Summary of Thaioil Group Implementation in Accordance with the 2<sup>nd</sup> NAP



Expectation of the 2 <sup>nd</sup> NAP	Alignment & Action of Thaioil Group
1. Expectation on labour	100%
2. Expectation on community, land, natural resources and the environment	100%
3. Expectation on human rights defenders	100%
4. Expectation on cross border investment and multinational enterprises	100%

# 1. Thaioil Group in Action to alignment with Labour in the 2<sup>nd</sup> NAP

100% Alignment



Issues	Expectation of the 2 <sup>nd</sup> NAP	Alignment and Action of Thaioil Group
<b>1. Compliance with labour laws, labour standards and the principles of human rights</b>	1.1 Businesses must review the rules and regulations of their organisations, provide an announcement or a statement on the human rights policy in their organisations, as well as promote, understand and support the amendment of rules, regulations, announcements or statements of subsidiaries and supply chains to ensure labour protection in line with international human rights laws and the UNGPs.	<b>Thaioil Group has human rights policies on respect for human rights that is constantly updated and disseminated to stakeholders for their acknowledgement and compliance.</b>
	1.2 Businesses must disseminate laws, measures, rules, regulations and local and international human rights principles related to labour laws, labour standards and labour protection to staff within their subsidiaries and supply chains.	<b>Thaioil Group has continuously promoted knowledge and understanding of human rights to stakeholders through various the company activities, including orientation for new hires. All employees can learn through the company's e-Learning platform at any time.</b>
	1.3 Businesses must respect and strictly comply with local and international labour laws and regulations, as well as encourage their subsidiaries and supply chains to also respect such principles. This includes not forcing workers to work overtime, unfair dismissal, insurance for workers in the workplace, providing welfare according to the law, etc.	<b>Thaioil Group and its subsidiaries along with supply chain strictly respect and comply with human rights laws. In the past year, there were no complaints from employees/workers regarding human rights violations.</b>
<b>2. Labour rights and welfare</b>	2.1 Businesses that use migrant workers should be responsible for the costs of recruiting labour and other expenses in accordance with the "employer pays principle".	<b>Currently, Thaioil Group policy has already adhered to the "employer pays principle"</b>
	2.2 Businesses should establish measures to certify or insure healthcare for workers in the workplace, such as vacation, leave, negotiations, etc.	<b>Thaioil Group provides competitive benefits and welfare to employees, with annual benchmarking with leading companies. In addition, regular meetings are held with the Employee Committee (EC) every two months.</b>
	2.3 Businesses should provide welfare for workers and their families, such as childcare centres in the workplace.	<b>Thaioil Group provides welfare to employees' families, such as medical benefits and access to PTT childcare.</b>
<b>3. Elimination of discrimination in the workplace</b>	3.1 Businesses should specify measures/policies to show the intention of supporting equal opportunities without discrimination in employment, recruitment, compensation, termination, promotion and removal of any conditions that cause a negative impact on employees and job seekers as appropriate, regardless of gender, HIV/AIDS infection, disability, age, ethnicity, etc	<b>Thaioil Group has established a non-discrimination policy in its human rights policies, which has been disseminated to stakeholders for their acknowledgement and compliance.</b>
	3.2 Increase the employment of women, ethnic groups, persons with disabilities, senior citizens, ex-convicts, etc., by considering them as appropriate, including requiring the establishments to have proper facilities setup.	<b>Thaioil Group has hired persons with disabilities in accordance with labor laws and government policy aimed at promoting and improving the quality of life of persons with disabilities, following Section 35 (3) by providing subcontracted or outsourced employment through special measures, and Section 35 (7) by offering other forms of assistance as specified in the relevant regulations.</b>
	3.3 Businesses should establish measures and policies to prevent sexual harassment in the workplace.	<b>Thaioil Group has addressed sexual harassment and workplace violence in its human rights policies, which is disseminated to stakeholders for their acknowledgement and compliance.</b>
	3.4 Businesses should adopt local and international best practices, such as Good Labour Practice (GLP) in business management and conducting Human Rights Due Diligence by conducting assessments within the organisation and workers within the supply chain to prevent labour exploitation.	<b>Thaioil Group adopts national and international best practices as well as conducts Human Rights Due Diligence (HRDD) by 3<sup>rd</sup> party every three years. After that effective mitigation plans are established. Also, Thaioil Group conduct annual monitoring to prevent human rights risks regularly.</b>
<b>4. Complaint and remedy mechanisms</b>	4.1 Businesses should provide internal channels for operational grievance mechanisms (OMG) and keep confidential information. Many channels should be opened and must have convenient and fast access for tracking, such as on the website and via an application on mobile phones, etc.	<b>Thaioil Group provides grievance mechanisms within the organization. Details define in the Grievance Mechanisms and Effective Remedy Framework Procedure.</b>
	4.2 Businesses should consider holding discussions to mediate disputes to achieve resolutions between workers by giving the opportunity for workers to participate in negotiations.	<b>Thaioil Group encourages employees' participation in all activities. Details define in the Grievance Mechanisms and Effective Remedy Framework Procedure.</b>
	4.3 Businesses should cooperate with the government, international organisations and other independent mechanisms to check compliance with labour laws, labour standards and human rights principles.	<b>Thaioil Group has continuously disclosed human rights in action to the public and cooperated with the government, international organisations and other independent mechanisms.</b>
	4.4 Businesses should agree on measures to remedy damage to workers in the event that workers' human rights are violated (including measures/mechanisms to support and solve problems related to dismissal). The remedies should cover physical and mental damage.	<b>Thaioil Group has established remedial measures in the Grievance Mechanisms and Effective Remedy Framework Procedure.</b>

## 2. Thaioil Group in Action to alignment with Community Rights, Land, Natural Resources and Environment in the 2<sup>nd</sup> NAP

100% Alignment



Issues	Expectation of the 2 <sup>nd</sup> NAP	Alignment and Action of Thaioil Group
<b>1. Compliance with laws, standards and human rights principles governing the environment, natural resources and land</b>	1.1 Businesses must review the rules and regulations of the organisation and provide a declaration/policy statement on respect for the human rights of the organisation. They should promote, understand and support amendments to rules, regulations, regulations, notices/policy statements of subsidiaries, affiliates as well as supply chains to ensure the protection of human rights related to the environment, natural resources, communities and land in accordance with international human rights laws and standards, especially the UNGPs.	<b>Thaioil Group has human rights policies on respect for human rights that is constantly updated and disseminated to stakeholders for their acknowledgement and compliance.</b>
	1.2 Businesses must disseminate laws, measures, rules, regulations, and human rights principles both within and between countries relating to human rights in terms of environment, natural resources, communities and land among their personnel, including those in subsidiaries, affiliates and supply chains in a way that is accessible to everyone.	<b>Thaioil Group has continuously promoted knowledge and understanding of human rights to stakeholders through various the company activities, including orientation for new hires. All employees can learn through the company's e-Learning platform at any time.</b>
	1.3 Businesses must respect and abide by the laws, standards and human rights principles related to the environment, natural resources, communities and lands that are strictly protected under national and international law. They should encourage and monitor the subsidiaries, affiliates and supply chains to respect the aforementioned laws, standards and principles as well.	<b>Thaioil Group and its subsidiaries along with supply chain strictly respect and comply with human rights laws. In the past year, there were no complaints from employees/workers regarding human rights violations.</b>
	1.4 Businesses should consider preparing an annual Human Rights Impact Assessment (HRDD) report for dissemination to the public	<b>Thaioil Group conducts Human Rights Due Diligence (human rights risk assessments) throughout the entire Thaioil Group's supply chain.</b>
	1.5 Consider climate change issues in business operations, in alignment with the Thai government's commitment to reducing greenhouse gas emissions alongside the global community, as outlined in the Thailand's Long-term Low Greenhouse Gas Emission Development Strategies (LT-LEDS). This includes both mitigation of greenhouse gas emissions and adaptation to the impacts of climate change, in order to prevent severe consequences on the economy, society, and the environment that could affect the public and society at large.	<b>Thaioil Group clearly demonstrates its intention and sets a plan, including milestones, to reduce greenhouse gas emissions through the Net Zero project.</b>
<b>2. Allowing participation from communities and public</b>	2.1 Businesses should disseminate information about their businesses, projects, and the assessed environmental/health impact reports to the public, especially the community and people in the area before, during and after the implementation of the project for transparency. This includes encouraging and monitoring the subsidiaries, affiliates and supply chains to disseminate such information as well.	<b>Thaioil Group discloses information about its business, projects and assessed environmental/health impacts to the public through an integrated Report.</b>
	2.2 Businesses should communicate with people and nearby communities to create shared understanding. Opinions of the public from all sectors must be heard, and the participatory process of stakeholders must be respected.	<b>Thaioil Group continuously communicates with the public and communities and has easily accessible channels for stakeholder engagement, such as organizing community visits to plant tour, holding meetings with the community and government agencies, as well as via telephone hotlines and online channels.</b>
	2.3 Businesses should work closely with communities to support valuable and appropriate production processes.	<b>Thaioil Group and communities closely work together to improve the quality of life of the communities surrounding the refinery by assigning the Community Relations section as the primary responsible for taking concrete actions in collaboration with communities.</b>
<b>3. Environmental/Health Impact Assessment (EIA/EHIA)</b>	3.1 Businesses should conduct a transparent EIA/EHIA assessment in strict compliance with the law, code of conduct and practice guidelines through the participation of all sectors involved. The appraisal report provider must be independent, proficient as well as able to disseminate relevant information in advance in order to provide stakeholders with sufficient time to understand the proposals and prepare their recommendations. In the event that stakeholders are ethnic groups, localizations should be prepared and communicated in an appropriate manner to promote genuine participation.	<b>Thaioil Group conducts EIA (Environmental Impact Assessment) and EHIA (Environmental and Health Impact Assessment) by independent agencies, with stakeholder participation as required by law.</b>
	3.2 Businesses should cooperate with the government and various agencies/mechanisms in validating accuracy and transparency in the preparation of EIA/EHIA. This also includes a rehearsal of dealing with the impact of the project implementation	<b>Thaioil Group conducts EIA (Environmental Impact Assessment) and EHIA (Environmental and Health Impact Assessment) by independent agencies, with stakeholder participation as required by law.</b>
<b>4. Grievance Mechanism and Remediation</b>	4.1 Businesses should establish grievance mechanisms within the organisation (Operational Grievance Mechanism: OGM). They should ensure that confidential information is protected and various channels for complaints are provided, noting that the channels are easily and quickly accessible, the complaint results are traceable, and can be coordinated with other agencies. Examples include a complaint system on the website, a complaint system via mobile phone, etc.	<b>Thaioil Group provides grievance mechanisms within the organization. Details define in the Grievance Mechanisms and Effective Remedy Framework Procedure.</b>
	4.2 Businesses should consider settling disputes regarding lands, natural resources and the environment with the community through mutual dialogue and conversation. In this regard, relevant agencies in the area may be coordinated to help mediate and settle disputes.	<b>Thaioil Group provides grievance mechanisms. Details define in the Grievance Mechanisms and Effective Remedy Framework Procedure. Also, there is local representative to help mediate and settle disputes.</b>
	4.3 Businesses should cooperate with the government sector, international organisations and other independent mechanisms in the event of operational monitoring in accordance with laws, standards and human rights principles related to the environment, natural resources, communities and land.	<b>Thaioil Group has continuously disclosed human rights in action to the public and cooperated with the government, international organisations and other independent mechanisms.</b>
	4.4 Businesses should be equipped with remedial measures to compensate for individuals and communities affected by human rights violations as a result of business covering physical, mental, economic and social damage.	<b>Thaioil Group has established remediation measures in the Grievance Mechanisms and Effective Remedy Framework Procedure.</b>

### 3. Thaioil Group in Action to alignment with Human Rights Defenders in the 2<sup>nd</sup> NAP

100% Alignment



Issues	Expectation of the 2 <sup>nd</sup> NAP	Alignment and Action of Thaioil Group
<b>1. Compliance with laws, measures, and human rights principles on the protection of human rights defenders</b>	1.1 Businesses must review the rules, regulations, and regulations in their organisations for compliance. They should promote subsidiaries, affiliates, and supply chains to do the same and seek to understand and support the amendment of rules and regulations for the protection of human rights defenders. They should collaborate with and ensure human rights defenders will not be unfairly dismissed/ prosecuted for demanding human rights for themselves/ for other individuals/ or for public interest.	<b>Thaioil Group provides grievance mechanisms within the organization. Details define in the Grievance Mechanisms and Effective Remedy Framework Procedure.</b>
	1.2 Businesses shall make relevant laws, measures, rules, regulations, and human rights principles applicable to the protection of human rights defenders internally accessible to their personnel.	<b>Thaioil Group has published and disclosed the Grievance Mechanisms And Effective Remedy Framework Procedure on the company's website.</b>
<b>2. Providing knowledge and understanding of the duties of human rights defenders</b>	2.1 Businesses should study and assign specific staff or an entity in their respective business organisations to provide information, organise training activities, publicise, and foster an accurate understanding of the roles of human rights defenders to their staff and affiliated entities, including their connections and network. They should participate in activities organised by government agencies on the above topics.	<b>Thaioil Group has designated the Labor/ Employee Relations section to be responsible for coordinating and implementing human rights-related matters within Thaioil Group.</b>
	2.2 Businesses should set up a platform to dialogue with human rights defenders to foster an understanding of their collaboration.	<b>In principle, Thaioil Group holds meetings with the Employee Committee, Welfare Committee as well as employee representatives, and other stakeholders to build understanding, engage in discussions, and reach mutual agreements.</b>
<b>3. Establishing measures to protect human rights defenders</b>	3.1 Businesses should engage with governmental agencies in developing measures to protect human rights defenders and strengthen understanding of the roles of human rights defenders.	<b>Thaioil Group is committed to collaborating with governmental agencies to jointly develop appropriate measures whenever opportunities arise.</b>
	3.2 Businesses should cooperate with the government and international organisations as and when required to supply information on actions/lawsuits against human rights defenders. This includes providing information on the overall situation of the disputes and working with human rights defenders.	<b>Thaioil Group consistently discloses human rights information to the public and cooperate with the government and international organisations on an ongoing basis.</b>
<b>4. Grievance Mechanism and Remediation</b>	4.1 Businesses should establish a channel or a platform to consult with human rights defenders for understanding and constructive engagement. The platform may involve grievance handling to prevent, mitigate, and remedy adverse human rights impacts	<b>Thaioil Group provides internal grievance mechanisms. Details in the Grievance Mechanisms And Effective Remedy Framework Procedure.</b>
	4.2 Businesses should provide clear channels for receiving complaints and assign specific complaint procedures coordinators. They may consider dialogues and consultations with human rights defenders as methods for dispute resolution. Additionally, they may contact applicable local state agencies when using mediation and conciliations for dispute resolution. State-owned enterprises and businesses should avoid taking any legal actions against any human rights defenders who protect their rights/ other individuals' rights/ or public interests	<b>Thaioil Group provides internal grievance mechanisms. Details in the Grievance Mechanisms And Effective Remedy Framework Procedure.</b>

## 4. Thaioil Group in Action to alignment with Cross Border Investment and Multinational Enterprises in the 2<sup>nd</sup> NAP

100% Alignment



Issues	Expectation of the 2 <sup>nd</sup> NAP	Alignment and Action of Thaioil Group
<b>1. Compliance with laws, standards, and human rights principles related to international investment and multinational corporations</b>	1.1 Businesses must review, promote and understand the rules and regulations of their organisation. Amendments to rules and regulations of the organisations and their subsidiaries, affiliates, and supply chain are encouraged so that they are improved and aligned with the laws of the country in which the activities are implemented. Alignment with laws, standards, the UNGPs, and human rights principles regarding the environment, natural resources, communities, and land are included to prevent human rights violations.	<b>Thaoil Group has human rights policies on respect for human rights that is constantly updated and disseminated to stakeholders for their acknowledgement and compliance.</b>
	1.2 Businesses must comply with laws, rules, regulations, and standards regarding human rights, business supervision, and investment both in Thailand and in the country in which the investment is made, as for international investment.	<b>Thaoil, its subsidiaries and supply chain of Thaioil Group strictly respect and comply with human rights laws, including conducting human rights due diligence throughout the supply chain.</b>
	1.3 Businesses should monitor, inspect, and encourage their subsidiaries, affiliates, supply chain, and outsourced and subcontracting companies to respect the laws, rules, regulations, and standards on human rights, business supervision, and investment both in Thailand and in the country in which the investment is made, as for international investment.	<b>Thaoil, its subsidiaries and supply chain of Thaioil Group strictly respect and comply with human rights laws, including conducting human rights due diligence throughout the supply chain.</b>
	1.4 Businesses should cooperate with the government, international organisations, and other independent organisations in cases where their compliance with laws, rules, regulations, standards on human rights, business supervision, the UNGPs, and investment both locally and internationally, is being tracked or monitored.	<b>Thaoil Group consistently and continuously cooperate with the government, international organisations, and other independent organisations.</b>
<b>2. Raising awareness of international principles or standards on human rights and legitimate business operations</b>	2.1 Businesses should provide training on international principles or standards related to globally recognised human rights under the UNGPs, OECD guidelines and legitimate business principles such as the BCG Model for corporate officers, subsidiaries, affiliates, and their supply chain.	<b>Thaoil Group has continuously promoted knowledge and understanding of human rights to stakeholders through various the company activities, including orientation for new hires. All employees can learn through the company's e-Learning platform at any time.</b>
	2.2 Human Rights Due Diligence should be conducted by businesses operating in Thailand and businesses operating in foreign countries in which Thai entrepreneurs have invested. The results of the assessment should be disclosed to the public, especially the community and people in the vicinity, before, during and after the implementation of the project for transparency purposes.	<b>Thaoil Group conducts Human Rights Due Diligence (human rights risk assessments) throughout the entire Thaioil Group's supply chain and discloses this information publicly on its website.</b>
	2.3 Businesses investing locally and internationally must disclose information about their ongoing projects both directly and through agents. The information should be accessible to the public locally and internationally and should especially include its impact on human rights in terms of land, environment, and health.	<b>Thaoil Group discloses information about its business, projects and assessed environmental/health impacts to the public through an integrated sustainability report.</b>
<b>3. Grievance Mechanism and Remediation</b>	3.1 Businesses should provide channels or mechanisms for receiving complaints about violations caused by business operations. Confidentiality should be applied. Also, the information should be forwarded to related departments, and the progress should be trackable. (Operational Grievance Mechanism) (OGM).	<b>Thaoil Group provides grievance channels and mechanisms for stakeholders in accordance with the Grievance Mechanisms and Effective Remedy Framework Procedure.</b>
	3.2 Businesses should create a good practices handbook on establishing and implementing a channel or mechanism for receiving complaints about violations caused by their business operations. (Operational Grievance Mechanism) (OGM)	<b>Thaoil Group provides grievance channels and mechanisms for stakeholders in accordance with the Grievance Mechanisms and Effective Remedy Framework Procedure.</b>
	3.3 Businesses operating in Thailand and abroad where Thai entrepreneurs are investing in foreign countries should assess and set remedial measures for individuals and communities affected by human rights violations resulting from their business operations. The remedy must be based on international human rights principles. It should be fair, appropriate, and effective. They should also ensure the participation of those affected.	<b>Thaoil Group provides grievance channels and mechanisms for stakeholders in accordance with the Grievance Mechanisms and Effective Remedy Framework Procedure.</b>

### ***VISION: Empower Human Life through Sustainable Energy and Chemicals***

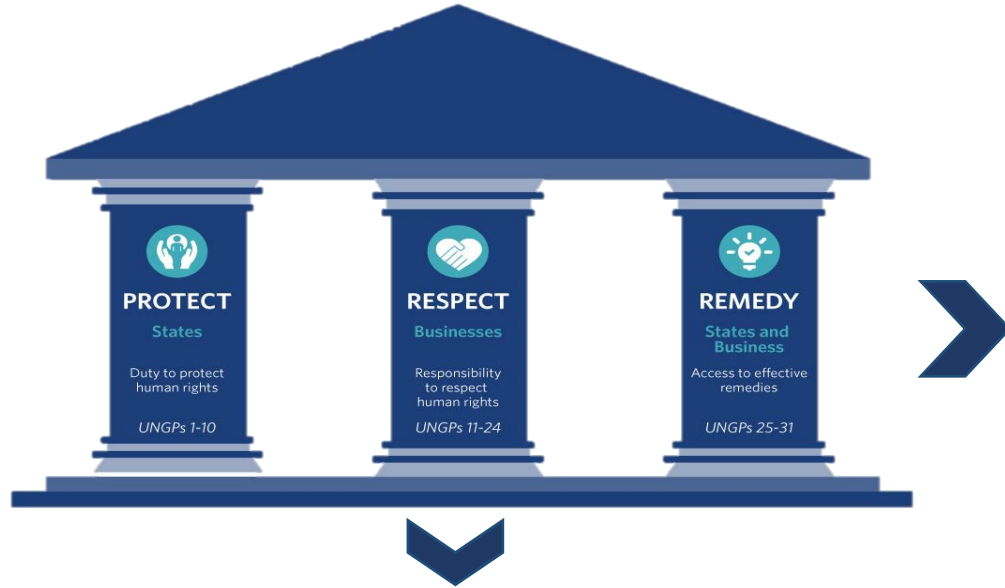
**The commitment of Thaioil Group to respect human rights in the workplace and all areas where Thaioil Group operates business** appear clearly in the business path of Thaioil Group operational system that strives for excellence including business practices and ethics. Thaioil Group announced its human rights policies in 2015 to demonstrate the commitment to protect and respect stakeholders' human rights.

We believe that although the state has an important duty to protect and supervise human rights compliance, Thaioil Group always considers that we have the duty and responsibility to perform and respect human rights and plays an important role in driving **Thaioil Group supply chain to respect and comply human rights law and regulations seriously.**

**Thaioil Group therefore operates its businesses with the intention and determination by strictly adhering to the principles of international human rights organizations** including *United Nations Universal Declaration of Human Rights: UNUDHR, United Nations Framework and Guiding Principles on Business and Human Rights (Ruggie Framework), The Universal Declaration of Human Rights, The International Covenant on Civil and Political Rights, The International Covenant on Economic, Social and Cultural Rights and The International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work.*

In many areas of Thaioil Group business operations. We have found that social problems are part of a broad and complex group, both socially and economically as well as security. With this regard, these may affect its business in some aspects, therefore, we take into account them in Thaioil Group supply chain to **ensure our comprehensive and effective human rights management in all dimensions.**

# HUMAN RIGHTS POLICIES



Thaioil group aims for sustainable growth and operational excellence, as well as a focus on economic development coupled with social responsibility and environmental protection (ESG) to create values for our stakeholders.

The human rights issues related to **the vulnerable groups cover Thaioil Group's stakeholders and supply chain**. Thaioil group assures human rights protection and respect of vulnerable groups ;

- 1) Women and girls;
- 2) children;
- 3) refugees;
- 4) internally displaced persons;
- 5) stateless persons;
- 6) national minorities;
- 7) indigenous peoples
- 8) migrant workers;
- 9) disabled persons;
- 10) elderly persons;
- 11) HIV positive persons and AIDS victims;
- 12) Roma/Gypsies/Sinti; and
- 13) lesbian, gay and transgender people.

**Thaioil Group Human Rights Deployment and Conformation**

**Thaioil Group Value Chain**



Employees	Safety, Security and Environment	Social and Communities	Suppliers and Contractors	Customers
<b>People Management</b>	<b>Quality Management &amp; Corporate Affaire</b>	<b>Community Affaire</b>	<b>Procurement and Contract</b>	<b>Commercial &amp; Treasury</b>
<u>Labour Rights</u>	<u>Safety, Security and Environment Rights</u>	<u>Community Rights</u>	<u>Supplier Code of Conduct</u>	<u>Customer Rights</u>
<ul style="list-style-type: none"> <li>Working conditions</li> <li>Safety and Health at Work</li> <li>Freedom of association &amp; collective bargaining</li> <li>Equal pay</li> <li>Non-Discrimination and Anti-Harassment</li> <li>Anti-Slavery and Human Trafficking</li> <li>Forced and compulsory</li> <li>Child labor</li> </ul>	<ul style="list-style-type: none"> <li>Safety &amp; security management</li> <li>Security training</li> <li>Water security</li> <li>Impact of pollution</li> <li>Waste and hazardous materials management</li> <li>Preservation of biodiversity</li> </ul>	<ul style="list-style-type: none"> <li>Standards of living and quality of life</li> <li>Community health and safety</li> <li>Community engagement</li> <li>Cultural heritage</li> <li>Minorities including indigenous peoples</li> <li>Resettlement</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with Thaioil Group Business and Human Rights Policy for Stakeholder and Supplier Code of Conduct (SCOC)</li> </ul>	<ul style="list-style-type: none"> <li>Consumer health and safety</li> <li>Data privacy</li> <li>Access to energy</li> </ul>
Preventive control and monitoring in all stakeholders (by mechanism of Thaioil Group Risk Management by Corporate Strategic Risk department)				

2017-2025

## 2015 Thaioil Group Human Rights Policy in Workplace

บริษัทไทยออยล์  
หนังสือเวียนที่ 138/2558

ถึง พนักงานทุกคน

จาก ประธานเจ้าหน้าที่บริหารและกรรมการผู้จัดการใหญ่ วันที่ 25 สิงหาคม 2558

**เรื่อง นโยบายด้านสิทธิมนุษยชนในสถานที่ทำงาน**

เพื่อเป็นการสนับสนุนในการปฏิบัติหน้าที่ของทุกคนและให้ความสำคัญกับทุกคนในความเป็นมนุษย์ที่จำเป็นในการทำงานขององค์กรไทยออยล์ โดยที่ทุกคนต้องมีส่วนร่วมในการพัฒนาองค์กร และสร้างมูลค่าอย่างยั่งยืนให้กับธุรกิจ บริษัทฯ จึงตระหนักและเคารพสิทธิมนุษยชนของทุกคน โดยปฏิบัติอย่างมีมาตรฐานและมีประสิทธิภาพ ไม่มีการแบ่งแยกเชื้อชาติ ศาสนา เผ่าพันธุ์ สัญชาติ ความสามารถ ความพิการ ผู้ด้อยโอกาส รวมถึงเคารพและยอมรับความแตกต่างทางความคิด สังคม วัฒนธรรม ภาษา และวิถีชีวิต เพื่อให้สอดคล้องกับการยอมรับความแตกต่างของวัฒนธรรมและวิถีชีวิตของพนักงานทุกคน

บริษัทฯ จึงจะนำนโยบายด้านสิทธิมนุษยชนในสถานที่ทำงานไปปฏิบัติอย่างจริงจัง

(นายวิเศษ เติมศิริ)  
ประธานเจ้าหน้าที่บริหารและกรรมการผู้จัดการใหญ่

**นโยบายด้านสิทธิมนุษยชนในสถานที่ทำงาน**

1. ขอบข่ายการดำเนินงาน

สิทธิมนุษยชน เป็นสิทธิขั้นพื้นฐานและเสรีภาพที่บุคคลมี บุคคลในที่นี้ครอบคลุมถึงลูกจ้างทุกคนของ บริษัทฯ ในสายโซ่อุปทานของ บริษัทฯ โดยที่สิทธิมนุษยชนของทุกคนต้องได้รับการคุ้มครอง และสิทธิขั้นพื้นฐานของทุกคนต้องได้รับการคุ้มครอง เช่น ทรัพยากรที่เท่าเทียม ไม่แบ่งแยกเชื้อชาติ ศาสนา เผ่าพันธุ์ สัญชาติ ความสามารถ ความพิการ ผู้ด้อยโอกาส เป็นต้น

เพื่อให้องค์กรเคารพสิทธิมนุษยชนของทุกคนในสถานที่ทำงาน บริษัทฯ จะดำเนินการตามหลักการของปฏิญญาสากลว่าด้วยสิทธิมนุษยชน (The Core Conventions of the International Labour Organization (ILO) และหลักการ 10 ข้อของสหประชาชาติ (United Nations Global Compact) และนำไปปฏิบัติอย่างจริงจังของ บริษัทฯ

## 2016 Thaioil Group Business and Human Rights Policy for Stakeholder and Stakeholder Code – for Thaioil Group Business and Human Rights Policy

บริษัทไทยออยล์  
หนังสือเวียนที่ 71/2559

ถึง พนักงานทุกคน

จาก ประธานเจ้าหน้าที่บริหารและกรรมการผู้จัดการใหญ่ วันที่ 29 พฤษภาคม 2559

**เรื่อง นโยบายด้านธุรกิจและสิทธิมนุษยชนสำหรับลูกค้า**

เพื่อเป็นการสนับสนุนในการปฏิบัติหน้าที่ของทุกคน และให้ความสำคัญกับทุกคนในความเป็นมนุษย์ที่จำเป็นในการทำงานขององค์กรไทยออยล์ โดยที่ทุกคนต้องมีส่วนร่วมในการพัฒนาองค์กร และสร้างมูลค่าอย่างยั่งยืนให้กับธุรกิจ บริษัทฯ จึงตระหนักและเคารพสิทธิมนุษยชนของทุกคน โดยปฏิบัติอย่างมีมาตรฐานและมีประสิทธิภาพ ไม่มีการแบ่งแยกเชื้อชาติ ศาสนา เผ่าพันธุ์ สัญชาติ ความสามารถ ความพิการ ผู้ด้อยโอกาส รวมถึงเคารพและยอมรับความแตกต่างทางความคิด สังคม วัฒนธรรม ภาษา และวิถีชีวิต เพื่อให้สอดคล้องกับการยอมรับความแตกต่างของวัฒนธรรมและวิถีชีวิตของพนักงานทุกคน

บริษัทฯ จึงจะนำนโยบายด้านสิทธิมนุษยชนในสถานที่ทำงานไปปฏิบัติอย่างจริงจัง

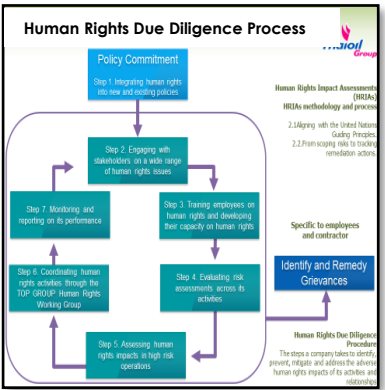
**หลักปฏิบัติสำหรับลูกค้า**

**ด้านนโยบายธุรกิจและสิทธิมนุษยชน**

1. วัตถุประสงค์

หลักปฏิบัติสำหรับลูกค้าของ บริษัทฯ (ฉบับปฏิวัติ) ได้กำหนดมาตรฐานขั้นต่ำสุดที่บริษัทฯ ปรารถนาที่จะปฏิบัติตาม โดยที่บริษัทฯ ให้ความสำคัญกับสิทธิมนุษยชนของทุกคนในสถานที่ทำงาน โดยที่ทุกคนต้องมีส่วนร่วมในการพัฒนาองค์กร และสร้างมูลค่าอย่างยั่งยืนให้กับธุรกิจ บริษัทฯ จึงตระหนักและเคารพสิทธิมนุษยชนของทุกคน โดยปฏิบัติอย่างมีมาตรฐานและมีประสิทธิภาพ ไม่มีการแบ่งแยกเชื้อชาติ ศาสนา เผ่าพันธุ์ สัญชาติ ความสามารถ ความพิการ ผู้ด้อยโอกาส รวมถึงเคารพและยอมรับความแตกต่างทางความคิด สังคม วัฒนธรรม ภาษา และวิถีชีวิต เพื่อให้สอดคล้องกับการยอมรับความแตกต่างของวัฒนธรรมและวิถีชีวิตของพนักงานทุกคน

## 2016 Thaioil Group Human Rights Due Diligence Process (risk assessment & HRIAM)



## Human Rights Risk Assessment focus in Employee and Contractor



1. Thaioil Group Supply Chain and Business Operations
2. Thaioil Group Human Rights Risk Assessment
3. Thaioil Group Human Rights Working Team
4. Human Rights Impact Assessment and Management (HRIAM) Report
5. Human Rights Training via e-learning for all employees
6. Sustainable Code of Conduct for Supplier (SCOC)
7. Human Rights criteria for yearly evaluation of supplier and contractors.
8. Thaioil Group Human Rights Impact Assessments and Management Procedure
9. Grievance mechanisms and effective remedy framework Procedure
10. Fitness for Work Procedure
11. Return to Work Procedure
12. Work From Home Policy
13. Thaioil Group Privacy Policy and Privacy Data Policy
14. 2021 Thaioil Group Human Rights Policy in Workplace
15. 2021 Thaioil Group Business and Human Rights Policy for Supply Chain
16. People First for Employee Support Policy
17. "COMPLIANCE WITH HUMAN RIGHTS LAWS" in Sale & Purchase Agreement
18. 2023 Thaioil Group SCOC
19. 2025 Thaioil Group Human Rights Policy in Workplace
20. 2025 Thaioil Group Business and Human Rights Policy for Supply Chain

**Digital Solutions for Happy Bodies and Good Health**

Proactively promotes employees' physical health through the Health Meter Application, an application that collects health data, assesses health risks, and provides health tips

**Happy Hearts, Happy Energy**

Whether they be small or big problems, professional or personal stress, employees can set up appointments to consult with mental experts or psychiatrists can use the OODA Application

**Happy Appreciation, Sharing Good Feelings**

Promotes a culture of appreciation in the organization through encouraging employees to send compliments, appreciation, and encouragement through the Admire Application, and together spreading positive energy and creating an enjoyable working environment

**Happy Wealth, Flexible Benefits**

Employees can exchange certain benefits for reimbursements of products and services that better match their needs and personal lifestyles through the Flexible Benefits Application

**Happy Societies, Click! Anywhere**

Build a close virtual social relationships through The SAP JAM Application

Thaioil and its subsidiaries respect the rights of employees and stakeholders **without discrimination** against their perspectives, races, skin colours, religions, disabilities, birth origin, genetic information, genders, pregnancy, age, sexual orientation, gender identity, gender expression, marital status, nationalities, or other statuses considered as human rights.

Thaioil and its subsidiaries will utilize the reasonable and comprehensive practices of human rights justice to all business operations, focusing on disposing the injustice, discrimination, threatening, and other forms of rights violations.

Thaioil and its subsidiaries' employees in all levels must have clear and thorough understandings about relevant laws associated with work to be responsible and strictly follow them. With this regard, if an employee is uncertain about actions, it is advised to consult the law office and must not act without instruction.

Thaioil and its subsidiaries categorize and comply with laws, rules and regulation for **employees get known and understood by appropriately and adequately educating employees on the relevant laws and regulations.**

Thaioil and its subsidiaries must strictly follow international human rights standards. Employees have given education and communication regularly so that they are able to apply with their work or assignment. Also, it expects **employees must not support any business which violates international human rights standards.**

Employees who are assigned to operate abroad should study about laws, cultures and traditions of the destined country prior to travelling, to ensure that products, product samples, brought equipment and travel document as well as travelling purpose and operation are legal and do not go against cultures and traditions of the destined country.



Under the Universal Declaration of Human Rights with due regard for human dignity, rights and freedom, and equality, Thaioil and its subsidiaries refrain from improper actions and strictly discourage violation of human rights' principles by diligently examining any involvement in such violation, through the following practices;

1) Thaioil and its subsidiaries **strictly monitor the Universal Declaration of Human Rights at national and international levels, including the constraints posed by labor laws in countries where businesses operate**, by instituting workplaces that are safe, internationally-standardized hygienic, and narcotics-free. Thaioil and its subsidiaries **treat all employees equally; do not discriminate** due to the similarity or difference of birth origin, gender, age, skin color, race, nationality, religion, belief, political view, disability, family background, or any other status unrelated to business operation. Thaioil and its subsidiaries also **respect individual rights and freedom as well as protect personal data**.

2) Thaioil and its subsidiaries must actively ensure that the **business operation does not involve with the violation of human rights**, and that it participates and adopts guidelines helpful to society, including United Nations' human rights principles.

3) Thaioil and its subsidiaries must **educate employees about human rights principles** in order to apply with their operations and must not support businesses and/or activities violating international human rights standards.

With the aforementioned policies and practices, the essential composition of products and services are the commitment to respecting human rights in the workplace of Thaioil and its subsidiaries. **Business partners must strictly adhere to the international human rights principles and SCOC**. Moreover, **Thaioil Group will regularly assess the activities of business partners to refrain from improper actions and strictly prevent the violation of human rights. The Policy covers the rights of labour and community as well as environmental impacts, customer safety, anti-corruption, policy communication, and violation reporting**.

## Thaioil Group Business and Human Rights Policy for Supply Chain

Thaioil and its subsidiaries' Business Partners Code of Conducts ("the Code") defines the non-negotiable minimum standards that we ask business partners to respect and adhere to when conducting business with Thaioil and its subsidiaries.

This policy helps continue the compliance with international standards such as the UN Guiding Principles on Business and Human Rights, the Core Conventions of the International Labour Organisation (ILO), the 10 Principles of the United Nations Global Compact, and further the Company's operations.

# Thaioil Group Human Rights Policy in Workplace 2025



Circular No. 136/2025

## Human Rights Policy in Workplace

To encourage the human rights practice and human value, the two significant foundations for the development of human resource, which is the heart of sustainable business operations, Thaioil and Subsidiaries are therefore fully aware of and always respect human rights by treating the employees and stakeholders equally without discrimination against their skin colours, races, genders, religions, nationalities, poverty, disabilities and illnesses while taking high regard of the diversity in opinions, environments, laws and cultures. Thaioil and Subsidiaries thereby announce Human Rights Policy in Workplace as follows:

### 1. SCOPE OF WORK

Human Rights are fundamental inalienable rights and freedom which all individuals possess. The term "individuals" refer to society communities and partners through all Thaioil and Subsidiaries' supply chain, including suppliers, contractors and partnerships. The individuals' rights cover the rights in natural resources i.e. water, land, forest and forest products, fishery resources and other unpolluted resources.

Thaioil and Subsidiaries respect stakeholders' human rights, as well as individuals' inborn rights and inalienable equal rights, strictly following the principles of international human rights organizations. These include the United Nations Global Compact (UGNC), the United Nations Universal Declaration of Human Rights (UNUDHR) and the United Nations Framework and Guiding Principles on Business and Human Rights (Ruggie Framework).

### 2. RESPECT FOR HUMAN RIGHTS

Thaioil and Subsidiaries respect the rights of employees and stakeholders without discrimination against their perspectives, races, skin colours, religions, disabilities, birth origin, genetic information, genders, pregnancy, age, sexual orientation, gender identity, gender expression, marital status, nationalities, or other statuses considered as human rights. The scope of this human rights policy and principles covers all relevant stakeholders and affected individuals throughout the supply chain. This includes employees, suppliers, contractors, business partners, customers and consumers, local communities, as well as vulnerable or at-risk

*Upon this policy, the Circular No. 74/2021 on Human Rights Policy in Workplace, dated June 14, 2021 is hereby cancelled.* 1/12

### 20.2 COMMUNICATION THROUGH OFFICIAL CHANNELS

Communication shall also be facilitated through the Company's official channels, including but not limited to corporate email, intranet, micro-learning modules via the Thaioil Academy application, and the official LINE account.

(Mr. Bandhit Thamprajamchit)  
Chief Executive Officer and President

22<sup>nd</sup> July 2025

*Upon this policy, the Circular No. 74/2021 on Human Rights Policy in Workplace, dated June 14, 2021 is hereby cancelled.* 12/12

# Thaioil Group Business and Human Rights Policy for Supply Chain 2025



Circular No. 137/2025

## Business and Human Rights Policy for Supply Chain

To encourage the compliance with Human Rights, which are fundamental inalienable rights and freedom which all individuals possess ("individuals" refer to society communities and partners through all Thaioil and Subsidiaries' supply chain, and the rights of such individuals cover the rights in natural resources i.e. water, land, forest and forest products, fishery resource and other unpolluted resources, Thaioil and Subsidiaries respect stakeholders' human rights, as well as individuals' inborn rights and inalienable equal rights, strictly following the principles of international human rights organizations. These include the United Nations Global Compact (UGNC), the United Nations Universal Declaration of Human Rights (UNUDHR) and the United Nations Framework and Guiding Principles on Business and Human Rights (Ruggie Framework). Thaioil and Subsidiaries thereby announce Business and Human Rights Policy for Supply Chain, as well as practices for partners as follows:

### 1. Policy

Under the Universal Declaration of Human Rights with due regard for human dignity, rights and freedom, and equality, Thaioil and Subsidiaries refrain from improper actions and strictly discourage violation of human rights' principles by diligently examining any involvement in such violation, through the following practices:

1. Thaioil and Subsidiaries strictly monitor the Universal Declaration of Human Rights at national and international levels, including the constraints posed by labor laws in each country where a business operates, by instituting workplaces that are safe, internationally-standardized hygienic, and narcotics-free. Thaioil and Subsidiaries treat all employees equally; do not discriminate due to the similarity or difference of birth origin, gender, age, skin color, race, nationality, religion, belief, political view, disability, family background, or any other status unrelated to business operation. Thaioil and Subsidiaries also respect individual rights and freedom, and protect personal data.

### 12. VIOLATIONS REPORTING

12.1 The business partners shall report any suspected violations of regulations, laws and the Code. Violations should be reported to the Thaioil and Subsidiaries' contact person, or can be reported confidentially using one of the following available channels:

12.1.1 Web URL: <https://www.thaioilgroup.com/home/content.aspx?id=33&lang=th>

12.1.2 Email: [whistleblower@thaioilgroup.com](mailto:whistleblower@thaioilgroup.com)

12.2 If any violation of this policy by a business partner is reported, the consequences stipulated in the supply and distribution agreement or service agreement with the Thaioil and Subsidiaries will apply.

### 13. ACKNOWLEDGEMENT

Thaioil and subsidiaries' business partners must hereby confirm that have read the "Sustainable Code of Conduct for Suppliers of Thai Oil Group (SCOC)" carefully, signing and agree that business partners can fulfill all the requirements in SCOC. Business partners declare that it is acquainted with and has knowledge of SCOC which has been duly provided to the company as concerned.

### 14. POLICY COMMUNICATION AND TRAINING

Thaioil and Subsidiaries are committed to communicating this policy and intent of this policy to All employees, business partners and all parties concern through:

- Employee Orientation and employee training
- Communication by management and information system i.e. websites, intranet, E-mail
- Seminars or meetings with business partners

(Mr. Bandhit Thamprajamchit)

Chief Executive Officer and President

22<sup>nd</sup> July 2025

## Circular Letter No. 82/2025 Thaioil and Subsidiaries' Privacy Policy

Thai Oil Public Company Limited and its affiliates in which Thai Oil directly or indirectly holds more than 50% share capital (collectively referred to as "TOP") respects the right to privacy and values importance to the protection of Personal Data in connection with or in conducting transactions with TOP. Therefore, this privacy policy is prepared to provide governing criteria, mechanisms, measures and governance for managing Personal Data as follows:

### 1. Scope of this Privacy Policy

This Privacy Policy applies to all employees which includes permanent employees, employees with definite contract period, temporary workers and contractors including Data Processor who processes Personal Data on behalf of TOP

### 2. Definition

2.1. **"Personal Data"** means data about a person that can directly or indirectly identify such person but does not include data of a deceased person in particular

2.2. **"Sensitive Personal Data"** means data that is a truly personal matter but is sensitive and may risk unfair discrimination such as race, ethnicity, political views, creed, religion or philosophy behavior, sexual behavior, criminal history, health data, disability, labor union data, genetic data, biological data or any other data that affects the Data Subject in the same way as prescribed by the Personal Data Protection Committee

2.3. **"Processing"** means actions relating to the collection, use, disclosure, deletion or destruction of Personal Data

2.4. **"Data Subject"** means natural person who is the owner of the Personal Data and such Personal Data is directly or indirectly identifiable to such person

2.5. **"Data Controller"** means person or juristic person having the authority to make decision about the collection, use, or disclosure of Personal Data

2.6. **"Data Processor"** means person or juristic person undertaking the collection, use or disclosure of Personal Data in accordance with an order or on behalf of TOP. Thus, this person or juristic person is not a Data Controller

### 3. Collection of Personal Data

3.1. TOP will collect Personal Data with purposes, scope and apply lawful and fair methods. The collection will be done only as necessary for the business objectives of TOP.

3.2. In the case of collection of Sensitive Personal Data, TOP will ensure that the Data Subject acknowledges and give consent to such collection via electronic method or other methods. TOP will explicitly request for consent from the Data Subject prior to the collection of Sensitive Personal Data unless such collection of Personal Data and Sensitive Personal Data falls under an exception provided under the Personal Data Protection Act B.E.2562 or other laws.

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### 7. Data Subject Rights

7.1. Right to access and request a copy of Personal Data about the Data Subject or right to request the sources of Personal Data TOP receives without the Data Subject's consent.

7.2. Right to object the collection, use and disclosure of Personal Data of the Data Subject

7.3. Right to request for delete or destruction or anonymization of Personal Data

7.4. Right to restrict the use of Personal Data

7.5. Right to withdraw consent for the processing of Personal Data that has previously been given, in any cases such withdrawal will not affect the collection, use or disclosure of Personal Data that has already been consented for.

7.6. Right to request for correction of Personal Data

7.7. Right to Personal Data portability

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### 9. Contact TOP

Personal Data Protection Officer (DPO)  
(Corporate Governance, Compliance and Secretary Department)  
Thai Oil Public Company Limited  
555/1 Energy Complex, Building A, Floor 12  
Vibhavadi Rangsit Road, Chatuchak, Bangkok 10900  
Telephone: 66 (0) 2299-0000, 66 (0) 2797-2999 ext.42222  
Fax: 66 (0) 2797-2973  
E-mail DPOoffice@thaioilgroup.com



Privacy Notice for Employee



Privacy Notice for Employee's Family



Privacy Notice for Board of Directors and/or Prospective Board Member Nominees



Privacy Notice for Customers



Privacy Notice for Shareholders



Privacy Notice for Corporate Social Responsibility (CSR)



Privacy Notice for TOP Group Community Health Program



Privacy Notice for Suppliers and Business Partner



Privacy Notice for Investors



Privacy Notice for Candidates



Privacy Notice for Trainee



Privacy Notice for Visitors



Notice of processing of personal data before PDPA

## Privacy Notice for Customers

### Privacy Notice for Customers

Thai Oil Public Company Limited and Thai Oil Group Company ("Company") values your privacy and strives to protect your personal data ("Personal Data") based on the Personal Data Protection Act B.E. 2562 (2019) ("PDPA"). The Company has, therefore, prepared this Privacy Notice to inform you of details about the collection, use and/or disclosure of your Personal Data.

#### 1 Purposes of collection, use and disclosure of Personal Data

The Company will collect, use and disclose your Personal Data only where there are proper reasons and/or legal grounds to do so. This includes sharing it to third parties under the following main purposes:

- 11 for performance of a contract or before the Company enters into a contract with you;
  - 12 for the processing of your Personal Data in compliance with the law or obligations under the law;
  - 13 for trading, transactions and investment risk assessments according to internal processes, applicable law and regulations;
  - 14 for processing information about payment, charge or pay, including accounting purposes, accounting management, company auditing or debt collection;
  - 15 for performance appraisal, internal report, data analysis and manage contractual employment;
  - 16 for regulatory compliance and audit the Company's business affair (Both internal and external);
  - 17 for maintain company security;
  - 18 for the Company's legitimate interests in processing your Personal Data while still considering that your fundamental rights does not exceed the benefits of the Company;
- and
- 19 for a specific purpose in accordance with the consent you gave to the Company in processing your Personal Data.

#### 2 Collection of Personal Data

The Company collects and uses many kinds of Personal Data, depending on the circumstances that are relevant to the selling or providing of services.

##### 2.1 Sources of data for the collection of Personal Data

The Company collects your Personal Data from a variety of sources, such as:

- When you buy products and/or request services from the Company;
- All conversations between you and the Company, including records of conversations by telephone, letter, email, memos or any other method;
- When you are using the Company's systems, applications and/or website;
- Customer surveys and complaints about the Company's products or services;
- When you participate in the competitions or promotional activities of the Company;
- When you make your personal information publicly available, including disclosure via social media, in such case the Company will choose to collect only the information you choose to be publicly visible;

**Requestor's Information**

\* **First Name**

\* **Last Name**

\* **Phone Number**

\* **Email**

\* **Type of Data Subject**

Candidates	Community Health Program	Vendors / Suppliers and Business Partner
Customers	Investors	Shareholders
Visitors	Contractors	Board Members
Spouse	Child Major	Child Minor
Other		

\* **Select request type(s)**

Right to withdraw consent	Right to access and/or reception of a copy of Personal Data	Right to revise and updating Personal Data to become correct, up to date and complete
Right to delete, destroy or anonymize your Personal Data	Right to object to the processing of your Personal Data	Right to restrict the processing of your Personal Data
Right to Portability (Transfer your Personal Data)		



MM/DD/YYYY ▾

## Add New Incident

Complete and submit this form to report an incident.

Incident Type (ประเภทของเหตุการณ์และชนิดข้อมูลส่วนบุคคล)

Incident Type (ประเภทของเหตุการณ์และชนิดข้อมูลส่วนบุคคล)

\* Name (ชื่อผู้แจ้ง)

Name (ชื่อผู้แจ้ง)

\* Description/Incident details (รายละเอียดเหตุการณ์, ประเภทของข้อมูลส่วนบุคคลที่เกี่ยวข้อง, ช่องทางการให้ข้อมูล)

Description/Incident details (รายละเอียดเหตุการณ์, ประเภทของข้อมูลส่วนบุคคลที่เกี่ยวข้อง, ช่องทางการให้ข้อมูล)

Date Occurred (วันที่เกิดเหตุการณ์)

Date Occurred (วันที่เกิดเหตุการณ์)

Date Discovered (วันที่พบเห็นเหตุการณ์)

The purpose of Thaioil Group's grievance mechanisms is to receive and manage grievances from all stakeholders throughout Thaioil Group's supply chain to minimize the social risks to business. The human rights grievance mechanism is a designated process for suppliers in the supply chain to collect complainant data, respond to the concerns, and demonstrate transparency in the grievance and concern management process within Thaioil Group. This helps reduce potential conflicts and strengthen relationships between business partners and Thaioil Group.

To access grievance mechanisms, stakeholders can submit grievances or concerns by explicitly noting the confidentiality of the document(s) to Chairman of the Board, Chairman of the Corporate Governance Committee, Chairman of the Audit Committee, Chief Executive Officer, President, Company Secretary, or email to [whistleblower@thaioilgroup.com](mailto:whistleblower@thaioilgroup.com)

Moreover, Thaioil Group also has specific complaint channels for each stakeholder group to monitor and collect feedback. **For suppliers, the complaint channels are provided on Thaioil Group's Supplier Relations website or [whistleblower@thaioilgroup.com](mailto:whistleblower@thaioilgroup.com)**

Thaioil Group has designated a coordinating function to receive reports on incidents or complaints directly from the communities in case where Thaioil Group's activities have affected the communities. **The main tool for collaboration with the communities is the Voice of Stakeholders (VOS) Management System**, which focuses on effective complaints resolution that may arise during both normal operations and construction expansion project. Thaioil Group also maintains continuous communication with surrounding communities through online platforms and conducts regular community visits to build trust and understanding, address community concerns, and ensure that Thaioil Group effectively manages, maintains, and protects the rights of all stakeholders.



### Digital Solutions for Happy Bodies and Good Health



Proactively promotes employees' physical health through the Health Meter Application, an application that collects health data, assesses health risks, and provides health tips

### Happy Hearts, Happy Energy



Whether they be small or big problems, professional or personal stress, employees can set up appointments to consult with mental experts or psychiatrists can use the OOCA Application

### Happy Appreciation, Sharing Good Feelings



Promotes a culture of appreciation in the organization through encouraging employees to send compliments, appreciation, and encouragement through the Admire Application, and together spreading positive energy and creating an enjoyable working environment

### Happy Wealth, Flexible Benefits



Employees can exchange certain benefits for reimbursements of products and services that better match their needs and personal lifestyles through the Flexible Benefits Application

### Happy Societies Click! Anywhere



Build a close virtual social relationships through The SAP JAM Application

Thaioil Group has **provided confidential and voluntary assistance** through its employee support program (People First for Employee Support Policy) **to all employees and their family members** who face with challenges of financial concerns, legal issues, alcohol or drug problems, marital problems, illness of a family member, emotional worries, childcare problems, etc. For the welfare of employees as well as for effective business operations, Thaioil Group encourages its employees to utilize the valuable benefits. The program can be reached 24 hours a day on weekdays and weekends.

All contacts between an employee and People First for Employee Support team are held strictly confidential. In cases an employee's continued employment is contingent on calling for employee support, the counselor will only verify whether the employee has contacted People First for Employee Support and, if ongoing treatment is necessary, that the employee is following through on the treatment. Information given to the EAP counselor may be released to Thaioil Group only if requested by the employee in writing. All counselors are guided by a professional code of ethics.

Continuing to 2025, with the commitment to take care and support our employees working happily and efficiently, Thaioil Group has arranged People First for Employee Support as follows;

1. **Flexible working hours** for shift employees called shift interchange. It allows the interchange of shift in personal necessary cases.
2. **Part-time working options.** Thaioil Group has employed employees of special hiring contract and fix-term employment contract. This type of employees will receive benefits as stipulated in employment contract.
3. **Work From Home policy.** After Covid-19 pandemic, to serve new normal working style and flexibility which employees are able to work at home as choice of employees and more balancing work-life. Thaioil Group has established Work From Home policy allowing employees to work from home 1-2 days per week. Thaioil has also developed digital infrastructure and IT system to increase and support work efficiency and employee performance while they work as hybrid or work from home. Since Work From Home policy has been implemented, our employees' satisfaction level increases every year.
4. **Childcare facilities and contributions.**
  - 4.1 Thaioil Group has established a club called "**Thaioil Club**". The club is a place where employees and their family members (spouse and children.) as well as employees' guests (their parent, friends etc.) can play sports and regularly join health activities both indoor and outdoor. Thaioil Group sponsors by giving annual budgeted subsidy. All employees and family members are entitled to become club members. The club provides the following services, for example, library, In-door & out-door sports, swimming pool separated for adults and children for safety with having lifeguard all time, sport training for children as well as employees, and activities by many sub-clubs. Employees can leave their children at Thaioil club and go to work during club activities.
  - 4.2 PTT Group has **PIT Group Day Care** which is childcare service provided to all PTT Group subsidiaries Including Thaioil. With this respect, Thaioil group employees are allowed to use **PIT Group Day Care**. The day care offers children nurturing from professional staff.
  - 4.3 Providing **medical benefits** and treatments for employees' children. (including adoptive children).
  - 4.4 Providing **educational fee** for employees' children. Also, Thaioil Group has **scholarship** for employees' children with good academic performance.

### 5. Supportive office facilities:

5.1 Supportive work environment at office called "**Synergy Space**" and "**Connex Room**" to occupy for organizing activities, relaxing, working in a comfortable atmosphere.

5.2 A place for sleeping during the day called "**Nap Box**" for short break and napping.

5.3 **Breast-feeding/ lactation room** for female employees in the office including **a refrigerator for storing breast milk** .

5.4 Parking lot for **pregnant females** and **disables**.

5.5 **Prayer rooms** in offices.

6. The female employee who is the primary caregiver has a right to take a **leave for maternity** before and after maternity a pregnancy at max 120 days. The company shall pay wage at max 60 days to the female employee taking a leave for maternity. In addition, the employee is entitled to a further continuous leave of up to 15 days to care for the child in cases where the child has an illness, abnormality, or disability.

7. For male employees who are the non-primary caregiver has the right to **parental leave** to take care of their family for up to **15 working days** per child and receive wages on the day of leave.

8. Employees are eligible for **paid leave entitlement** according to the Company policy. Also, there is paid necessary business leave for employees in case of employees' parents or spouses' parents or employees' children (including adoptive children) have health issues/conditions up to 6 working days per year. **Remuneration, including paying workers for annual leave**, shall be duly provided during employment period. Thaioil Group further observes all local legislative requirements pertaining to working hours, rest periods, and wage-related matters. Working hours are established in accordance with the maximum thresholds prescribed by law.

9. During working hours of shift employees, they are allowed to exercise voting rights in an election day then return to work after that.

10. Strengthen **Employee Well-being Program in new normal work** continuously as follows;

10.1 Hygiene Kit: mask, gel alcohol for preliminary self-protection.

10.2 Proactive employee protection with ATK support on request or necessary.

10.3 Providing full medical treatment for COVID-19 infected employees and family members.

10.4 Comprehensive hygiene management: regular UV care room & equipment sterilized, clean all work areas and provide alcohol gel in office.

10.5 Providing annual influenza vaccine for all employees.

10.6 Employee Support and Help ;

10.6.1 Prevent infection & contamination with measures of access (In-out) office building and working areas for employees, visitors and contractors.

10.6.2 Employees are able to work from home with company's support in digital infrastructure and medical check if required etc.

10.6.3 Employees can contact the support team via PM4U Call Center as everyday service.

10.6.4 Checking employees after recovery about their fitness for work and return to work to assure employees' health and well-being for ability to work with safe.

10.6.5 Employees are able to check-in/check-out, do self assessment on work efficiency in Spark Joy application during work from home or even working at office.

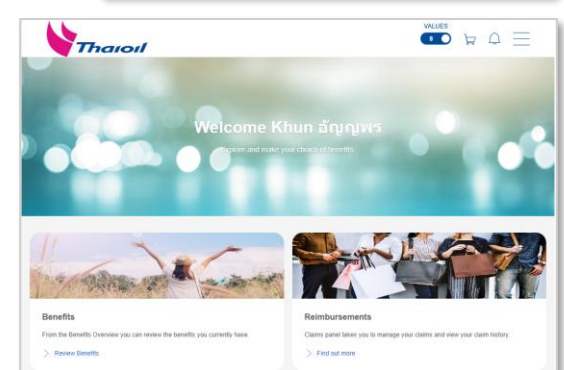
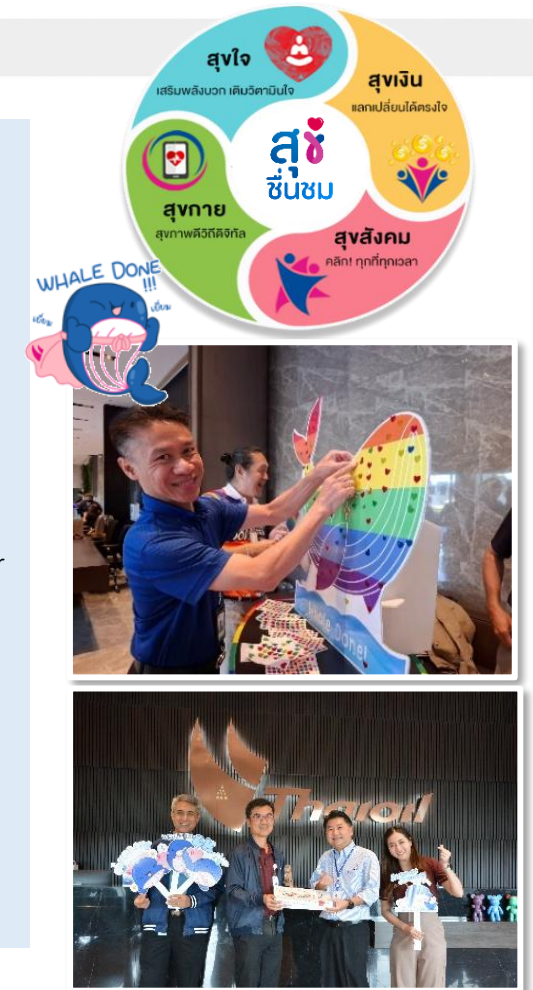
10.6.6 Regularly communicate/educate situations and company' s measures to ensure employee safe.

10.6.7 PPE and safety wears to employees working in refinery field as well as employees who visit in refinery areas from time to time.



11. Comprehensive Employee Well-Being via Digital Platform : 5 Happiness & Learning. Details as follows ;

- 11.1 **Mental Well-being-OOCA application** for mental health care of employees. Stress test and VDO call with psychologist and psychiatrist on any device, anywhere, anytime to consult with mental experts on their own any personal concerns with 100% privacy and confidentiality. Also, **mental rejuvenation** project launched, which aims to enhance employees' mental well-being. We have remarkable program of mental health care for employee is **"Sook Jai+"**, structural caring to uplift employees' mental health both physical and on-line activities.
- 11.2 **Physical Health Well-being- Health Meter application** : Annual health check report with analysis, Health record with analysis & recommendation, Health risk assessment and Medical self-service. Thaioil Group organize annual event called **Health Day** focusing on all health care: protect and treatment etc. In this event, we have special health sharing session by external experts.
- 11.3 **Financial Well-being-Flexible benefits** digital application to transform some granted benefits (annual leave, uniform) to personalized benefits as employees' own choice. Also, providing **money knowledge DIY** to Thaioil Group employees by external financial expert (a renowned asset management company in Thailand) in hybrid sessions (onsite and online). Mover, providing **1-on-1 money clinic** for employees applying to get personal financial consultant with experts.
- 11.4 **Social Well-being-We Connected** event in which arrange in onsite and online to accommodate employees working in different locations to join employee engagement activities together.
- 11.5 **Admire Well-being-Admire"** in Spark Joy application. to enhance appreciation, praise, admiration and recognition culture in Thaioil Group. In addition, to drive recognition culture from leaders, we has launched 'Whale Done' program so that leaders and employee in all levels experience appreciation more.
- 11.6 **Career and Development Well-being-Thaioil Academy application** (mobile learning app.): employees are able to self-learning on 24/7 access to uplift capabilities. Moreover, we have Internal Recruitment program which employee can choose potential next move in the organization.



**12. Employee Involvement** : Besides annual **employee engagement survey** to get all employees' feedback for designing and executing programs to enhance employee engagement level and well-being. In 2024, we invented the employee hackathon program called "**Joynerse**" to involve employees at all levels in pitching ideas on creating employee happiness resulting in greater satisfaction and engagement.

**13. Disaster Relief Subsidy** : In case employees were affected from disaster resulting in their accommodations damaged, they can ask for initial relief subsidy according to the Company policy. Also, there is fund for employee group who propose to help fixing damaged houses of affected employees.

**14. Other Employee Support Benefits: Funeral assistance for employees, spouse, children, and employee's parents, first-born childbirth gift,** and **housing benefits** for employees working base in Sriracha.

**15. Retirement Welfare** : Providing **Pre-retirement course** to equip employees who will retire with readiness for their post-employment life. Retired employees will be able to apply for membership in **Thaioil Alumni Association** to receive post-retirement benefits and participate in the association's activities, including services from **Medical Center** and **annual health blood test**.




# Labor Practice Programs **Engaging Employee**

Thaioil Group ensures adequate labor practice programs to employees towards effective management of our business operations. We have acknowledged that our employees are a key driver of Thaioil Group core strategies' success. As a result, the employee well-being remains a top priority.

In 2025, The Company recognizes the vital role of personnel in driving strategy and achieving sustainable success. Therefore, the Company **focuses on caring for and developing employees to ensure their happiness and growth alongside the organization** under the concept "Happy Employee, Happy Company" through **SMILEWAY** project developed from the previous year's SMILEX project. This project covers five key dimensions as follows:

SMILE WAY		Key Initiatives
S	Sustainable Manpower	Build a talent pool through the Growth Next Gen project and sustainably utilize AI in recruitment and workforce planning resulting in receiving "The Best Place to Work" award from WorkVenture for the second consecutive year and elevate external perception to attract applicants interested in joining Thaioil.
M	Maximized Capability	Maximize employee potential by using AI tools to create personalized learning coupled with accelerating the development of successors for key positions along clear career paths to ensure personnel are ready for changes and effectively support future business needs.
I	Iconic Work Life Quality	Elevate well-being care comprehensively across all dimensions (Integrated Well-being) by extending from the "5 Suk" (5 Happiness) project, such as Whale Done Season 2 which passes on appreciation through the Whale Done symbol, and the Money Clinic, providing financial advice by experts, alongside improving the work environment to facilitate a good atmosphere by upgrading the canteen into a Work & Dine Lounge area.
LE	Level Up Engagement	Encourage employees to design their own work happiness by adhering to the concept of creating happiness and engagement at the corporate level coupled with micro engagement at the departmental level through the Joytopia project, including providing opportunities for employees to organize team building activities in a DIY (Design it by your team) style that aligns with the needs of their own functions.
WAY	Way of TOP DNA	Aim to elevate corporate culture to be modern and promote the SMART Way of Work by organizing the "Smart Work... Work (More than you think)" activity to adjust attitudes and working styles by focusing on rapid decision-making, work balance management and the application of AI technology to increase overall operational efficiency.



To provide opportunities for employees to voice their opinions and suggestions, Thaioil Group conducts **an annual employee engagement survey** and various activities, including management-employee activities, corporate recreational activities, and peer-peer engagement activities. **Feedback gathered from these activities is then analyzed to continually enhance the employee experience in benefits, welfares, activities and other employee support programs.**



**Thaioil Group has Employee Committee and Welfare Committee** which consists of employees' representatives. Both committees have regularly held the meeting for once every two months to update the feedback and concerns from employees regarding their benefits, working conditions, and employee well-being etc.

# Labor Practice Programs Ensuring equal wage and welfare

Thaioil Group's **equal pay policy** addresses its commitment to support the principle of equal treatment of employment and are committed to lawfully non-discriminate and unbiased procedures to determine wages and conditions of employment of all employees.



Circular No. 74/2021

## Human Rights Policy in Workplace

(Translated)

To encourage the human rights practice and human value, the two significant foundations for the development of human resource, which is the heart of product development and creates sustainable value for the business, Thaioil and Subsidiaries are therefore fully aware of and always respect human rights by treating the employees and stakeholders equally without discrimination against their skin colours, races, genders, religions, nationalities, poverty, disabilities and illnesses while taking high regard of the diversity in opinions, environments, laws and cultures. Thaioil and Subsidiaries thereby announce Human Rights Policy in Workplace as follows:

### 1. Scope of Work

Human Rights are fundamental inalienable rights and freedom which all individuals possess.

The term "individuals" refer to society communities and partners through all Thaioil and Subsidiaries' supply chain. The individuals' rights cover the rights in natural resources i.e. water, land, forest and forest products, fishery resource and other unpolluted resources.

Thaioil and Subsidiaries respect stakeholders' human rights, as well as individuals' inborn rights and inalienable equal rights, strictly following the principles of international human rights organizations. These include the United Nations Global Compact (UGNC), the United Nations Universal Declaration of Human Rights (UNUDHR) and the United Nations Framework and Guiding Principles on Business and Human Rights (Ruggie Framework).

1/11

**Thaioil and its subsidiaries understand that equal payment is a legal right under Thai Labor Law** and therefore are committed to ensuring that Thaioil Group employment policies and practices comply with the requirements of the Constitution of the Kingdom of Thailand and aforementioned international standards besides the Company's own conducts.

Equal pay demonstrates a commitment to fairness and is a part of the benefits from working for Thaioil and its subsidiaries. Such pay therefore includes basic payment, welfare benefits, additional payments, overtime payment, medical benefits, contractual payments and annual leaves.

Additionally, Thaioil and its subsidiaries are committed to apply equal pay principles to all employees in order to comply with Thai Labor Law and other relevant legislations. Thaioil and its subsidiaries identify measures to avoid pay differences between male and female employees and implement appropriate action plans to review policies and practices, as well as examine to ensure equal pay.

## Program Monitoring in 2025:



**Equal remuneration for men and women are annually monitored** to close the gender pay gap. Thaioil Group reports gender pay indicators annually in the Integrated Report and Performance data.



**Thaioil Group has Leave and OT digital system** in place for line managers to consider and approve paid leave online to ensure that employees are taking their paid annual leave entitlements. Line managers will be following-up with individual's remaining paid leave before closing the fiscal year.



Through the system, **overtime working hours are managed and recorded** to ensure the maximum working hours and payment in accordance with regulations.

# Labor Practice Programs Living Wage Assessment

Thaioil Group living wage assessment is conducted to ensure that employees are ensured paid above living wage/cost of living. We refer to the Asia Floor Wage Alliance (AFWA) for the cost-of-living estimate in Asian countries. The AFWA uses Purchasing Power Parity (PPP) to standardize the living wage across the region. PPP adjusts wage calculations to reflect the relative costs of goods and services in each country. It considers four steps in calculating a Living Wage as follows:



The AFWA addressed the living wage for Thailand is **19,571 THB**.

## Step 1: Estimating Food Expenses

- **Caloric Requirements:** Using a standard of 3,000 calories per adult per day, the estimating food costs accounts for 45% of a household's wage-related spending.
- **Calculating Food Costs:** The required calorie intake was then multiplied by the average cost per calorie, based on actual food prices within the country.

## Step 2: Estimating Non-Food Expenses

A food-to-non-food spending ratio was determined based on typical household expenditure patterns in the region, accounting for the remaining 55% of household expenses.

## Step 3: Calculating Total Household Spending

Food and non-food expenses combined for the total monthly cost of living for a household, then adjusted using the World Bank's purchasing power parity (PPP) conversion rate to account for local cost differences.

## Step 4: Determining Regional and National Living Wages

- **Regional Wage Calculation:** An average living wage across multiple countries was calculated in PPP dollars to represent a regional standard.
- **Country-Specific Conversion:** This regional wage in PPP\$ was then translated into local currency values for each country using their respective PPP conversion rates, yielding country-specific living wage estimates.

# Our Procedure



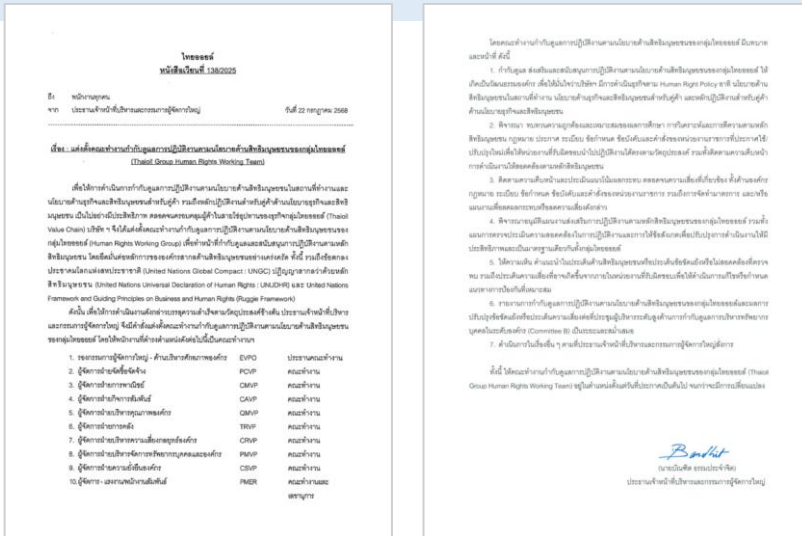
Thaioil Group Human Rights Policies applies to every employee and officer in every Thaioil Group wholly owned entity, and in joint ventures (JVs) to the extent possible and reasonable given Thaioil's level of participation. In situations where Thaioil does not have overall control of a JV, we will do everything we reasonably can, to make sure JVs and JV partners follow similar principles.

Thaioil and its subsidiaries shall record and report internally all legitimate adverse human rights impacts, in line with Thaioil Group Human Rights Policies. In addition, We report annually to stakeholders on the implementation of Thaioil Group Human Rights Policies.

## Thaioil Group Human Rights Working Team

Thaioil Group Human Rights Working Team is appointed to manage and support Human Rights Policy implementation including oversee and support human rights principles implementation. Adhering to the principles of universal human rights organizations, the United Nations Global Compact (UNGC), the United Nations Universal Declaration of Human Rights (UNUDHR) and the United Nations Framework Convention on the Rights of the Child (Ruggie Framework )

# HUMAN RIGHTS PROCEDURE





**Thaioil Group Human Rights Impact Assessment and Management Procedure**  
**(แนวปฏิบัติการประเมินและจัดการผลกระทบด้านสิทธิมนุษยชนกลุ่มไทยออยล์)**  
**FOR**  
**THAI OIL PUBLIC COMPANY LIMITED**  
**AU UDOM, SRIRACHA, CHOLBURI**  
**THAILAND**  
**THIS DOCUMENT IS ISSUED UNDER THE AUTHORITY OF**  
 .....  
**(CHIRAPORN KAMON-IN)**  
**MANAGER - INDUSTRIAL/EMPLOYEE RELATIONS**

Document	3.3 Thaioil Group Human Rights Impact Assessment and Management Procedure
Document type	PDF / Online
Note	Originally in Thai

**Summary:**

This document outlines Thaioil Group Human Rights Impact Assessment and Management Procedure. The document is publicly disclosed in the URLs:  
[https://www.thaioilgroup.com/upload/content\\_file/202011131655\\_ระบบการประเมินและจัดการผลกระทบด้านสิทธิมนุษยชนกลุ่มไทยออยล์.pdf](https://www.thaioilgroup.com/upload/content_file/202011131655_ระบบการประเมินและจัดการผลกระทบด้านสิทธิมนุษยชนกลุ่มไทยออยล์.pdf)

The content of the document includes;

- Thaioil’s Human Rights Framework (pdf page 4-5)
- Human Rights Management for Thaioil’s External Stakeholders and Voluntary Commitment (pdf page 5-6)
- Compliance and Government Supports (pdf page 7)
- Human Rights Implementation (pdf page 7-18)
  - Human Rights Commitment (pdf page 7-8)
  - Governance Structure related to human rights management in Corporate Level and Operational Level (pdf page 8-10)
- Human Rights Impact Management Procedure covering 7 steps of Human Rights Due Diligence (pdf page 10-18)





Document	3.3.2 Grievance Mechanisms and Effective Remedy Framework Procedure
Document type	PDF / Online
Note	Originally in Thai

**Summary:**

This document outlines Thaioil Group Grievance Mechanisms and Effective Remedy Framework Procedure. The document is publicly disclosed in the URLs:  
[https://www.thaioilgroup.com/upload/content\\_file/202011131654\\_Grievancemechanismsandeffectiv eRemedyFrameworkPROCEDURE2020.pdf](https://www.thaioilgroup.com/upload/content_file/202011131654_Grievancemechanismsandeffectiv eRemedyFrameworkPROCEDURE2020.pdf)

The content of the document includes;

- Responsibility and department in charge (pdf page 5)
- Whistle Blowing Procedure (pdf page 6-9)
- Grievance Mechanisms Guideline covering whistle blower protection (pdf page 10-11)
- Remedy Procedure and Continual Improvement (pdf page 12-15)



## **FITNESS FOR WORK AND RETURN TO WORK PROCEDURE**

FOR

**THAI OIL PUBLIC COMPANY LIMITED  
TUNGSUKLA, SRIRACHA, CHOLBURI  
THAILAND**

**THIS DOCUMENT IS ISSUED UNDER THE AUTHORITY OF**

.....  
**(SUKULYA VEERADAECHAPOL)**

**MANAGER - PM SERVICES**



Document	Fitness for Work and Return to Work Procedure
Document type	PDF / Online
Note	Originally in Thai

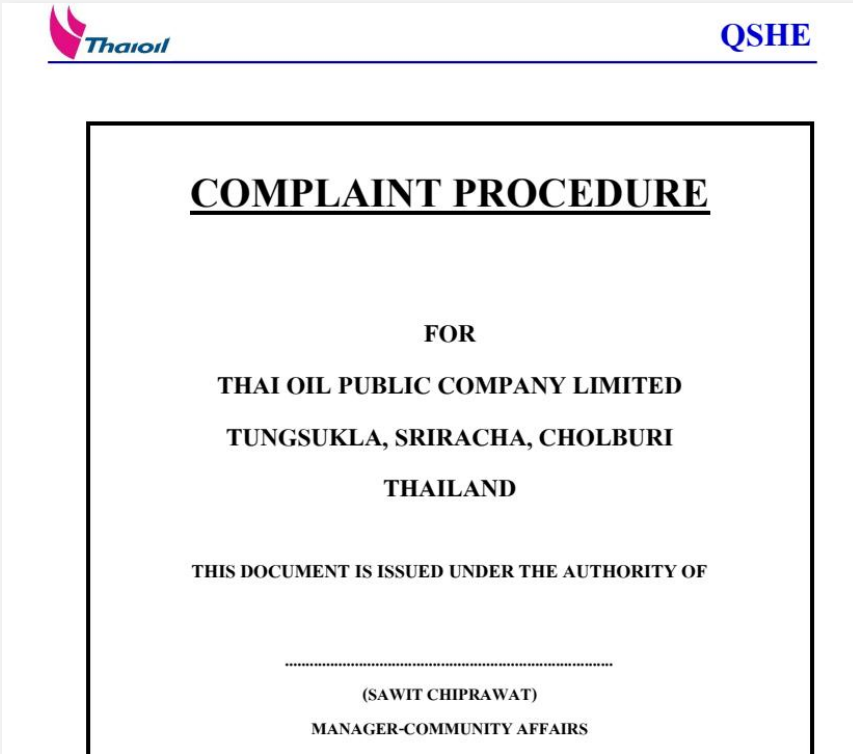
### **Summary:**

This document outlines Thaioil Group Fitness for Work and Return to Work Procedure. It is a practice that sets guidelines for remediation for sick employees, pregnant employees and employees who are unable to perform the job description agreed with the company.

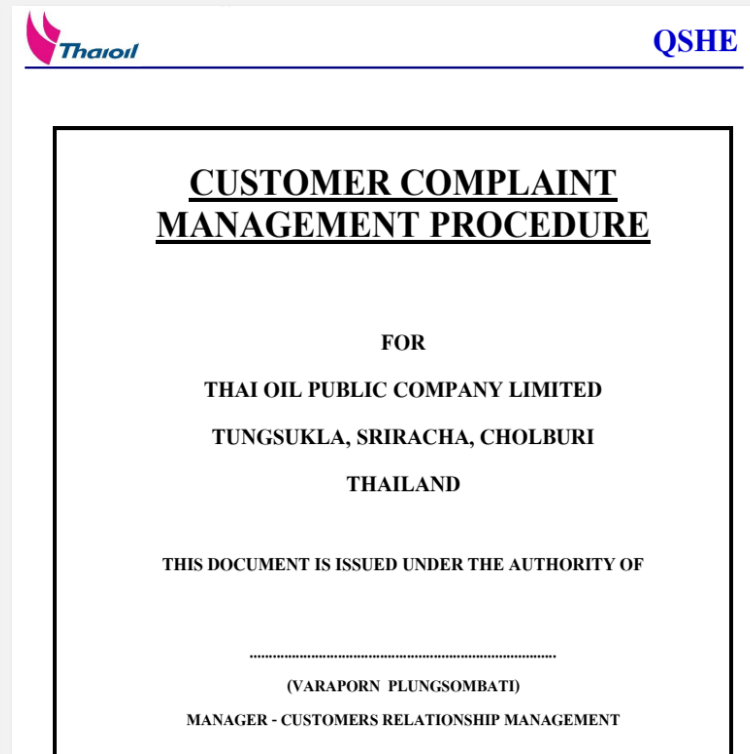
The content of the document includes;

- Responsibility and department in charge (pdf page 3-4)
- Remedy Procedure and Continual Improvement for sick employees, pregnant employees and employees who are unable to perform the job description agreed with the company (pdf page 4-7)

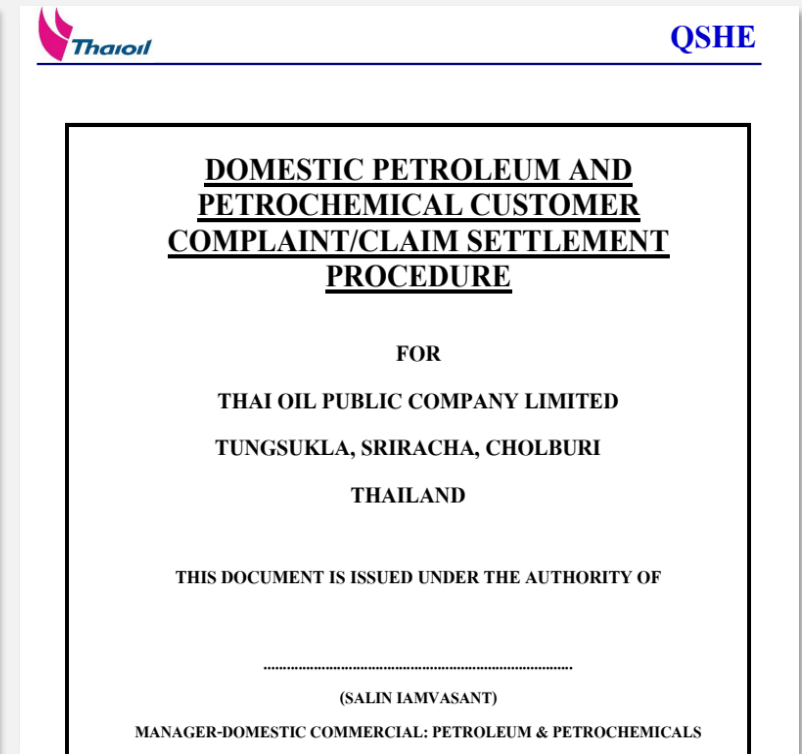
# Complaint Procedure



**Complaint Procedure  
for Community**



**Customer Complaint Management  
Procedure**



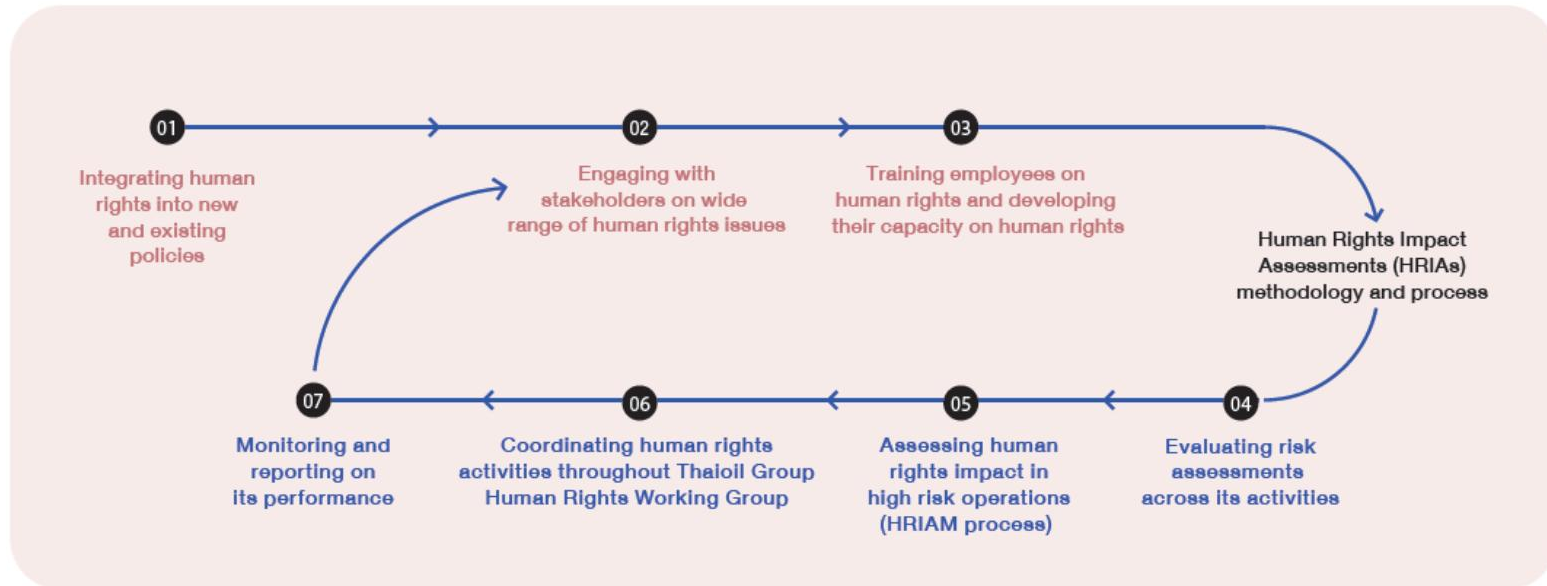
**Domestic Petroleum And Petrochemical  
Customer Complaint/Claim Settlement  
Procedure**



# HUMAN RIGHTS SALIENT ISSUES

## Our Salient Human Rights Issues

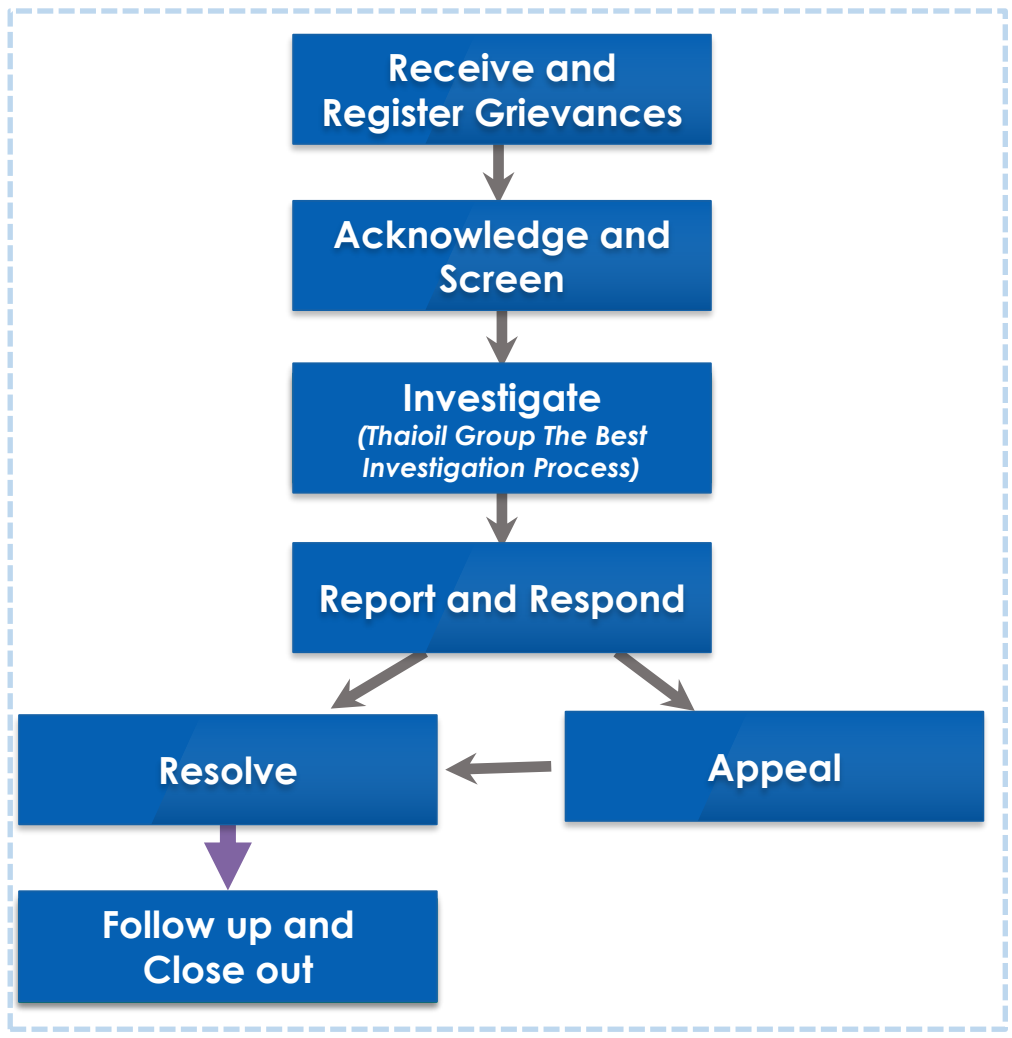
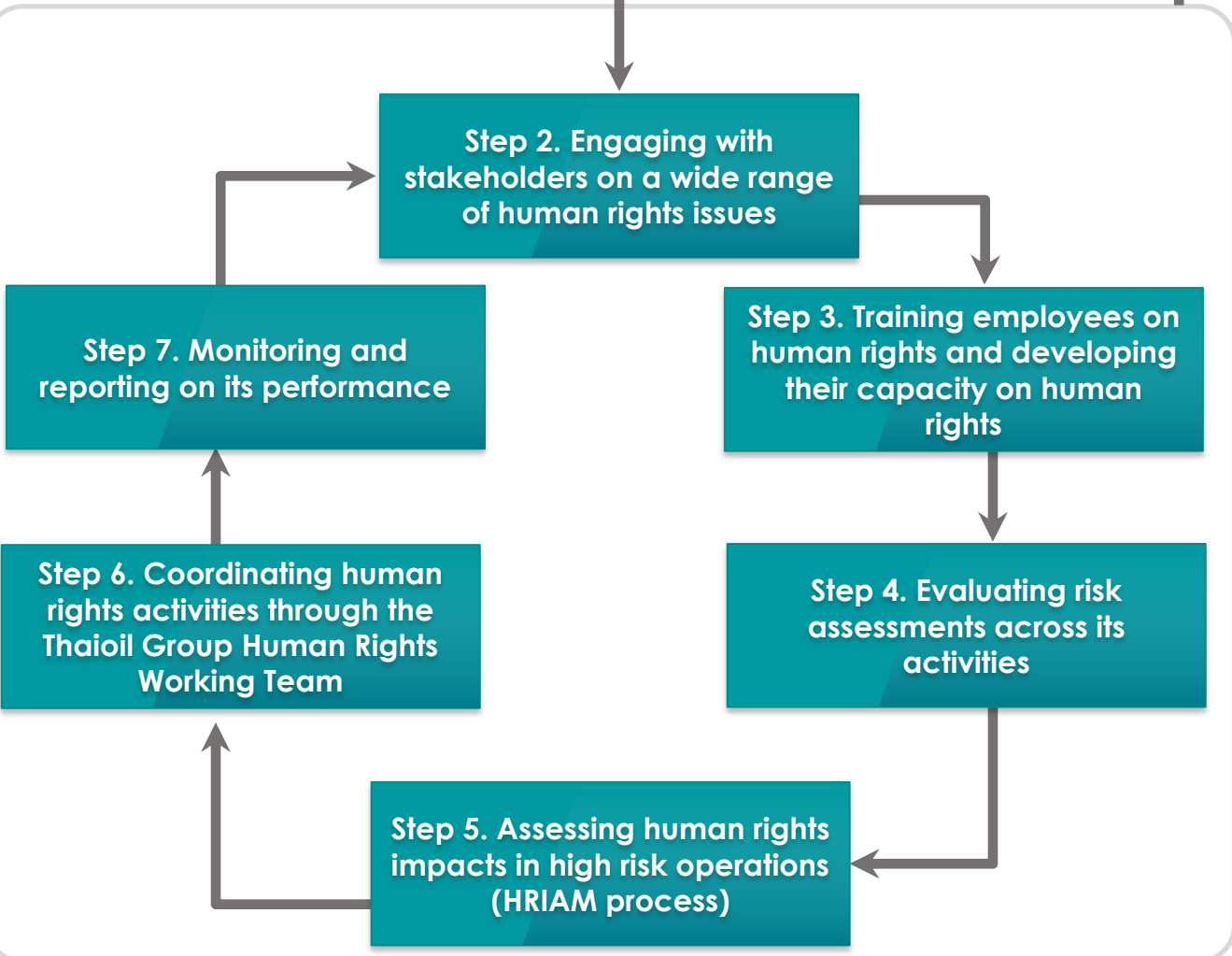
### Thaioil Group Human rights risk assessment : 7-step human rights due diligence process



Thaioil Group's human rights due diligence process is aligned with the UN Guiding Principles on Business and Human Rights. See more details on the [Thaioil website](#).

# Thaioil Group Human Rights Due Diligence Process

# Thaioil Group Grievance Mechanism Process



**Human Rights Due Diligence Procedure**  
The steps a company takes to identify, prevent, mitigate and address the adverse human rights impacts of its activities and relationships

Step 5. Assessing human rights impacts in high-risk operations



Step 4. Evaluating risk assessments across its activities

Step 6. Coordinating human rights activities through the Thaioil Group Human Rights Working Team

Step 7. Monitoring and reporting on its performance

## HRIAM process ;

### 1. *Thaioil Group's approach to human rights.*

- 1.1. Thaioil Group corporate commitments.
- 1.2. Thaioil Group 7 Steps Human Rights Due Diligence Process.
- 1.3. Human rights impact assessments (HRIAs).

### 2. *HRIAs methodology and process.*

- 2.1. Aligning with the UN Guiding Principles on Business and Human Rights.
- 2.2. From scoping risks to tracking remediation actions.

### 3. *Scoping human rights risks.*

- 3.1. Understanding company-level human rights issues.
- 3.2. Identifying Thaioil Group's business activities.
- 3.3. Mapping external stakeholders.

### 4. *Assessing actual and potential human rights impacts.*

- 4.1. Assessing human rights impacts through 5 functional areas (Thaioil Value Chain).
- 4.2. Covering Thaioil Group's facilities and supply chains.
- 4.3. Engaging with rights-holders and stakeholders.

### 5. *Integrating and acting upon the findings.*

- 5.1. Best practices and areas for improvement identified.
- 5.2. Remediation actions implemented at the operations and company-levels.
- 5.3. Area-specific case studies (if any).

### 6. *Tracking responses and communicating how impacts are addressed.*

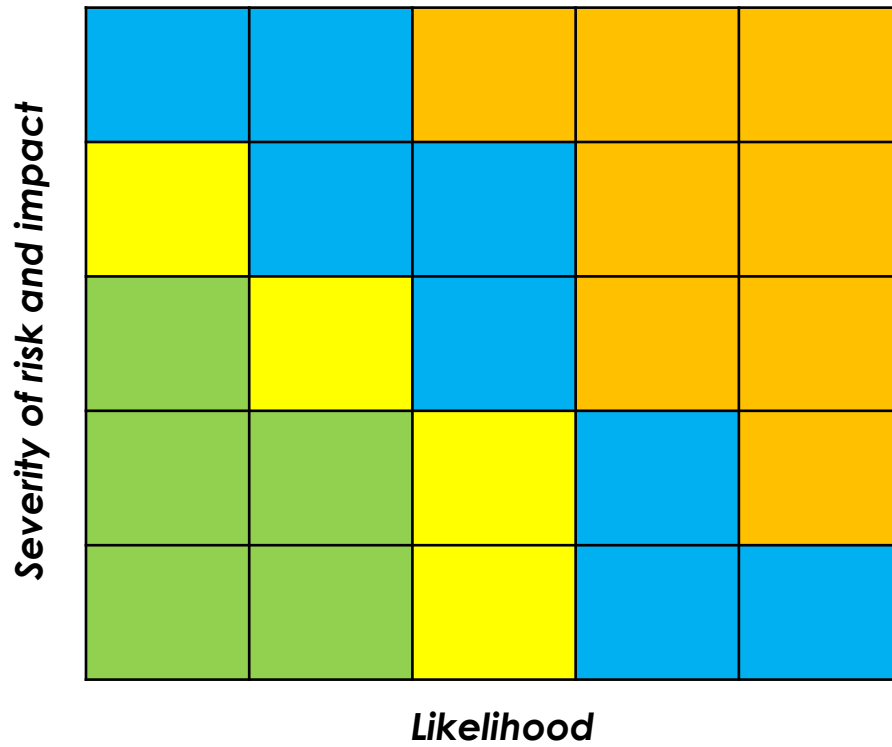
- 6.1. HRIAs Reports and Action Plans.
- 6.2. The challenge of communicating results.





### 7. *Mainstreaming human rights into Thaioil Group's policies and procedures.*

# Thaioil Human Rights Risks Assessment Matrix

The assessment of human rights risk level will be conducted using a matrix below to determine the significance of the human rights, where the Axis-X is the level of likelihood and Axis-Y is the level of severity.

The assessment takes into account Thaioil vulnerable groups covering all stakeholders, specifically our employees, contractors, sub-contractors, community, suppliers, customers, women and children, migrant labors, local community, disabled people, elderly, patients and transgender.



-  **Low Risk:** Continue with existing control, however monitor for changes.
-  **Medium Risk:** Require attention to reduce the rating and regular ongoing monitoring.
-  **High Risk:** Require immediate attention to bring the risk down to an acceptable level.
-  **Extreme Risk:** Stop immediately. Risk is too high and not acceptable.

**Remarks:** Residual risks levels “Extreme High”  and “High”  are considered as key risks that Thaioil needs to understand the effectiveness of its existing controls.

## Thaioil Human Rights Risks Assessment Criteria : *Likelihood*

Likelihood	Probability	Frequency	Description (How often might it/ does it happen?)
Almost Certain (5)	>80%	Almost Yearly	Will undoubtedly happen/ recur, possibly frequently.
Likely (4)	>60% - ≤ 80%	Every 1 to 2 Years	Will probably happen/ recur, but it is not a persisting issue/ circumstances.
Possible (3)	>40% - ≤ 60%	Every 3 to 4 Years	Might happen or recur occasionally.
Unlikely (2)	>20% - ≤ 40%	Every 5 to 10 Years	Do not expect it to happen/ recur, but it is possible it may do so.
Rare (1)	≤ 20%	Every 10 Years and Beyond	This will probably never happen/ recur.

## Thaioil Human Rights Risks Assessment Criteria : *Severity of Risk Impact*

Severity	Scale	Scope	Remediability
<b>Catastrophic (5)</b>	<i>Severely affect health and life-threatening to the extent of disability or death.</i>	<i>It affects all relevant stakeholders in the group (for example, all community, all employees, all supplier) in the relevant activities.</i>	<i>Can not remedy the stakeholders concerned to return to normalcy.</i>
<b>Major (4)</b>	<i>Impact on health and safety reached the break of work for more than 3 days.</i>	<i>It affects virtually every stakeholder in the group (for example, all community, all employees, all supplier) in the relevant activities.</i>	<i>It takes a long time to recover relevant stakeholders over 5 years.</i>
<b>Moderate (3)</b>	<i>Impact on health and safety up to a 1-3 days break.</i>	<i>It has an impact on some of the stakeholders involved in the group.</i>	<i>It takes 3-5 years to recover relevant stakeholders.</i>
<b>Minor (2)</b>	<i>Cause minor injury or health impact requiring medical attention. (Not injured to the point of stopping work).</i>	<i>Impact on stakeholders related to a small group.</i>	<i>It takes 1-3 years to recover relevant stakeholders.</i>
<b>Low (1)</b>	<i>It has little effect on health and safety, (first aid) or not affect health.</i>	<i>It does not have any impact on the stakeholders involved.</i>	<i>It takes less than 1 year to recover relevant stakeholders.</i>



“Thaioil Group aims for sustainable growth and long-term persistence, operational excellence, as well as a focus on **economic development** coupled with **social responsibility** and **environmental protection** to create values for our stakeholders.”

“Our stakeholders”

Main human rights issues and vulnerable groups

## Thaioil’s Vulnerable Groups.

The human rights issues related to the vulnerable groups covers all stakeholders, including **Employee, Contractor, Sub-contractor, Community, Supplier, Customer, Children, Indigenous people, and Migrant labors** (covered and in line with 13 The Human Rights Protection of Vulnerable Groups).

### The Human Rights Protection of Vulnerable Groups ;

- 1) women and girls;
- 2) children;
- 3) refugees;
- 4) internally displaced persons;
- 5) stateless persons;
- 6) national minorities;
- 7) indigenous peoples
- 8) migrant workers;
- 9) disabled persons;
- 10) elderly persons;
- 11) HIV positive persons and AIDS victims;
- 12) Roma/Gypsies/Sinti; and
- 13) lesbian, gay and transgender people.

# Scope of Thaioil Human Rights Risks Assessment : Stakeholders in Thaioil Group Supply Chain

## Right of Privacy

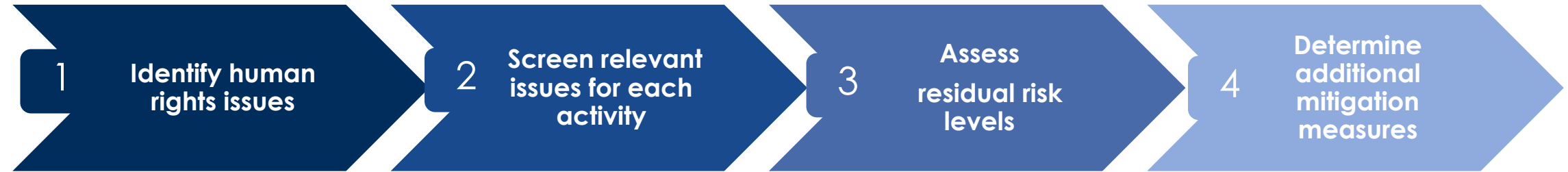
(Corporate Governance, Compliance and Legal department is caretaker and responsible)

Employees	Safety, Security and Environment	Social and Communities	Suppliers and Contractors	Customers
<i>People Management dept. Is caretaker and responsible</i>	<i>Quality Management &amp; Corporate Affaire depts. are caretaker and responsible</i>	<i>Community Affaire dept. Is caretaker and responsible</i>	<i>Procurement and Contract dept. is caretaker and responsible</i>	<i>Commercial &amp; Treasury dept. are caretaker and responsible</i>
<p><b><u>Labour Rights</u></b></p> <ul style="list-style-type: none"> <li>• Working conditions</li> <li>• Safety and Health at Work</li> <li>• Freedom of association &amp; collective bargaining</li> <li>• Equal pay</li> <li>• Non-Discrimination and Anti-Harassment</li> <li>• Anti-Slavery and Human Trafficking</li> <li>• Forced and compulsory</li> <li>• Child labor</li> </ul>	<p><b><u>Safety, Security and Environment Rights</u></b></p> <ul style="list-style-type: none"> <li>• Safety &amp; security management</li> <li>• Security training</li> <li>• Water security</li> <li>• Impact of pollution</li> <li>• Waste and hazardous materials management</li> <li>• Preservation of biodiversity</li> </ul>	<p><b><u>Community Rights</u></b></p> <ul style="list-style-type: none"> <li>• Standards of living and quality of life</li> <li>• Community health and safety</li> <li>• Community engagement</li> <li>• Cultural heritage</li> <li>• Minorities including indigenous peoples</li> <li>• Resettlement</li> </ul>	<p><b><u>Supplier Code of Conduct</u></b></p> <ul style="list-style-type: none"> <li>• Compliance with Thaioil Group Business and Human Rights Policy for Stakeholder and Supplier Code of Conduct (SCOC)</li> </ul>	<p><b><u>Customer Rights</u></b></p> <ul style="list-style-type: none"> <li>• Consumer health and safety</li> <li>• Data privacy</li> <li>• Access to energy</li> </ul>

**Preventive control and monitoring in all stakeholders**

(Thaioil Group Risk Assessment is caretaker and responsible by Corporate Strategic Risk dept.)

# Thaioil Group Human Rights Risk Assessment Process



**Identify human rights issues** through reviewing issues reported by peers in the industry, recent news and events, and insights by **human rights institutes such as the Institute for Human Rights and Business.**

**Screen issues according to *relevance with the identified activity.***

**Assess residual risk levels *considering existing mitigation measures.***

**Integrate findings and determine additional mitigation measures to lower risk levels *for salient human rights issues.***

# Thaioil Group Human Rights Due Diligence Risk Assessment 2025





# Human Rights in **Thaioil Group** **Own Operations**

The assessment **covered all business activities in Thairoil's own operations**, including subsidiaries and joint ventures with management control



**Thairoil Human rights risk assessment :  
7-step Human Rights Due Diligence Process**



**Thairoil Group Value Chain: Own Operation**

The assessment covered all business activities in Thairoil's own operations, including subsidiaries and joint ventures with management control



In May 2023, Thairoil assessed human rights risks in all business activities 100% throughout its value chain and ensured that all risks have mitigation measures: 36.4% (4 operational sites with salient issues / 11 operational sites assessed) of total operational sites assessed where risks have been identified.

Each main business is comprised of main activities and supporting activities.

- **Main activities:** Operations
- **Supporting Activities:** Human Resources, Procurement, Customer Relations, CSR

The supporting activities of the treasury business are under the responsibility of Oil Refinery through shared service.

**The assessment considering the rights' holders and vulnerable groups affected by Thairoil operations.**

- Employees
- Community members
- Third-party contracted labour, subcontractors, and suppliers onsite
- Customers and end consumers
- Vulnerable groups ; Children, Indigenous peoples, Migrant workers, Religious or ethnic minorities, Persons with disabilities, Women, elderly, patients and transgender.

# Steps 1 and 2 : Scope and screen relevant issues

## Human Rights Issues Identified and Screened



Human Rights Issues	Oil Refinery (2 Operational Sites)					Power and Steam (1 Operational Site)					Petrochemical (2 Operational Sites)					Lube Base (1 Operational Site)					Solvents and Trader/Distributor (3 Operational Sites)					Other Supporting Business (Treasury) (2 Operational Sites)		
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3
Working Conditions																												
Health and Safety																												
Illegal Forms of Labor																												
Discrimination and Harassment																												
Freedom of Association and Collective Bargaining																												
Community Health and Safety																												
Community Standard of Living																												
Land Acquisition																												
Security Practices																												
Customer Safety																												
Data Privacy																												

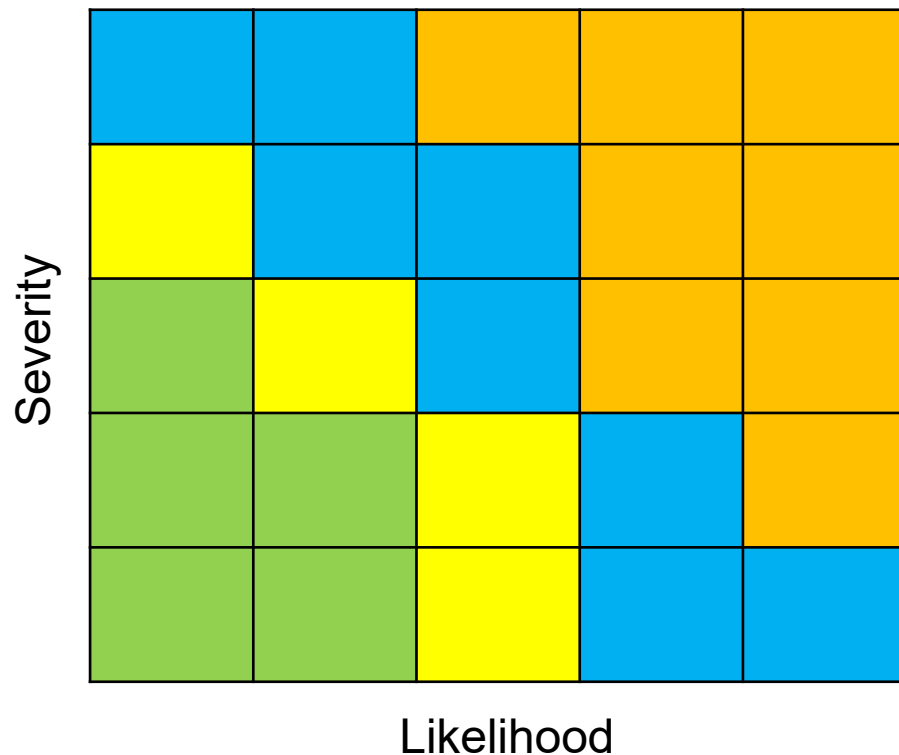
1 Operations  
 2 Human Resources  
 3 Procurement  
 4 Customer Relations  
 5 CSR





The supporting activities of the Treasury business are under the responsibility of Oil Refinery through shared service.

# Step 3 (1) : Assess residual risk levels : Risk Assessment Matrix

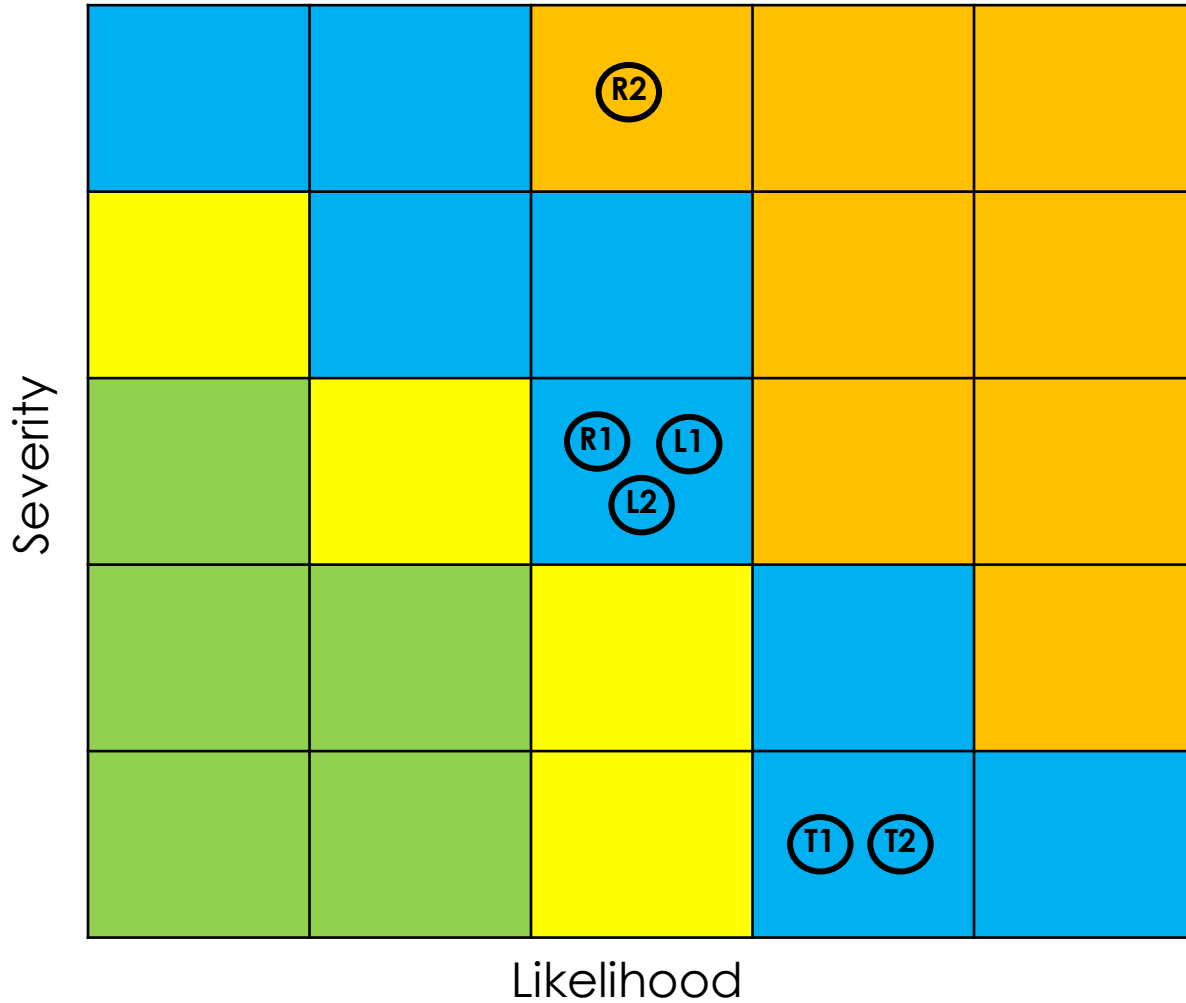
- The assessment of human rights risks considered **likelihood** and **severity** of each issue. Issues are plotted on a matrix like the one shown below, with likelihood in the x-axis and severity in the y-axis. Issues ranked at “high risk” and “extreme risk” are considered salient human rights issues.

The assessment takes into account Thaioil vulnerable groups covers all stakeholders, specifically our employees, contractor, sub-contractor, community, suppliers, customers, women and children, indigenous peoples, migrant workers, religious or ethnic, minorities, local community, persons with disabilities, elderly, patients and LGTBQI+



-  **Low Risk:** Continue with existing control, however, monitor for changes
-  **Medium Risk:** Requires attention to reduce the rating and regular ongoing monitoring
-  **High Risk:** Requires immediate attention to bring the risk down to an acceptable level
-  **Extreme Risk:** Stop immediately. Risk is too high and not acceptable

# Step 3 (2) : Assess residual risk levels: *Human Rights Salient Issues*



<b>Business Activity: Oil Refinery</b> (2 Operational Sites)	
R1	Employee Health and Safety
R2	Supplier/Contractor Health and Safety
<b>Business Activity: Lube Base</b> (1 Operational Site)	
L1	Employee Health and Safety
L2	Supplier/Contractor Health and Safety
<b>Business Activity: Solvents and Trader/ Distributor</b> (1 Operational Site)	
T1	Employee Health and Safety
T2	Supplier/Contractor Health and Safety

In **2025**, Thaioil assessed human rights risks in **all business activities** throughout its value chain and ensured that all risks have mitigation measures

100%

**% of total operational sites in own operations**  
(including subsidiaries and joint ventures with management control) assessed in the last three years

*(11 operational sites assessed / 11 operational sites)*

36.4%

**% of total operational sites assessed where risks have been identified**

*(4 operational sites with salient issues / 11 operational sites assessed)*

100%

**% of risk with mitigation or remediation process implemented**

*(4 operational sites with salient issues consisting mitigation measures/ 4 operational sites with salient issues)*

Remarks: Not only four operational sites with salient issue have mitigation measures, but Thaioil also monitor and implement mitigation measures to cover all operational sites.

# Step 4 : Determine additional mitigation measures



## Human Rights Salient Issues and Mitigation Measures

Associated Activities	Human Rights Issue	Description of Risks	Existing and Additional Mitigation Measures/ Remediation Action
<p><b>Oil Refinery</b></p> <p><b>Lube Base</b></p> <p><b>Solvents and Trader/ Distributor</b></p>	<p><b>Employee Health and Safety</b></p> <p>This human rights risk issue may violate:</p> <ul style="list-style-type: none"> <li>• Right to life</li> <li>• Rights to health</li> <li>• Right to enjoy just and favorable conditions of work</li> <li>• Right to access to effective remedies</li> </ul>	<ul style="list-style-type: none"> <li>• Accidents during operations such as supporting pipe structure, lifting accidents, falls from a height which may lead to fatality</li> <li>• Unsafe working environments such as extreme heat, smoke, smell from oil and gas, fire, leak, explosion, short circuit, narrow spaces, inappropriate PPE equipment</li> </ul>	<p>Thaioil Group has implemented the mitigation measures to control the risk that associated with health and safety concerns in order to uphold the rights of employee who work at Thaioil Group's own operational site including:</p> <ul style="list-style-type: none"> <li>☑ Acknowledging human rights policies for employee.</li> <li>☑ Safety management system certified by international standards such as OSHAS 18001 ISO 45001 IMS ISO/IEC 17025 OEMS Daily 5S for engineering site.</li> <li>☑ Thaioil Group has consistently implemented projects under 4C measures in order to mitigate risks, which include C-1 Control, C-2 Contain, C-3 Clean, C-4 Check.</li> <li>☑ All SAFE White Green Roll Out (Morning and Lunch) has been adopted to develop and raise operational safety awareness and leadership under the Operational Excellence to Business Excellence (O2Bx) strategy.</li> <li>☑ Promoting and distributing necessary equipment or PPE for the particular tasks, such as whistles, ear plugs, fabric/leather gloves, eyeglasses in order to protect employees while working on site and to prevent incidents.</li> <li>☑ The GEMBA (Management) walk activity aims to create an understanding and to recommend safety practices in activities.</li> <li>☑ Safety campaign and training to raise awareness the importance of health and safety.</li> <li>☑ Stop Work Authority when incidents occurred or likely to occur and apply Occupational Health and Safety Risk Assessment.</li> <li>☑ The Technical Safety team has consistently developed and improved process safety management to meet the international standards of the Occupational Safety and Health Administration (OSHA).</li> </ul>

# Step 4 : Determine additional mitigation measures



## Human Rights Salient Issues and Mitigation Measures

Associated Activities	Human Rights Issue	Description of Risks	Existing and Additional Mitigation Measures/ Remediation Action
<p><b>Oil Refinery</b></p> <p><b>Lube Base</b></p> <p><b>Solvents and Trader/ Distributor</b></p>	<p><b>Supplier Health and Safety</b></p> <p>This human rights risk issue may violate:</p> <ul style="list-style-type: none"> <li>• Right to life</li> <li>• Rights to health</li> <li>• Right to enjoy just and favorable conditions of work</li> <li>• Right to access to effective remedies</li> </ul>	<p>Accidents during construction such as supporting pipe structure, lifting accidents, falls from a height which may lead to fatality</p>	<p>Thaioil Group has implemented the mitigation measures to control the risk that associated with health and safety concerns in order to uphold the rights of suppliers and contractors who work at Thaioil Group's own operational site including:</p> <ul style="list-style-type: none"> <li>☑ Acknowledging Business and Human Rights Policy for Supply Chain.</li> <li>☑ Thaioil Supplier Code of Conduct to ensure strict compliance with safety procedures.</li> <li>☑ Safety management system certified by international standards such as OSHAS 18001 ISO 45001 IMS ISO/IEC 17025 OEMS Daily 5S for engineering site.</li> <li>☑ Thaioil Group has implemented projects under 4C measures in order to mitigate risks, which include C-1 Control, C-2 Contain, C-3 Clean, C-4 Check.</li> <li>☑ All SAFE White Green Roll Out (Morning and Lunch) has been adopted to develop and raise operational safety awareness and leadership under the Operational Excellence to Business Excellence (O2Bx) strategy.</li> <li>☑ Promoting and distributing necessary equipment or PPE for the particular tasks, such as whistles, ear plugs, fabric/leather gloves, eyeglasses in order to protect employees while working on site and to prevent incidents.</li> <li>☑ The GEMBA (Management) walk activity aims to create an understanding and to recommend safety practices in activities.</li> <li>☑ Safety campaign to raise awareness the importance of health and safety.</li> <li>☑ Safety introduction workshop for safety personnel and contractor supervisors.</li> <li>☑ Stop Work Authority when incidents occurred or likely occur and apply Occupational Health and Safety Risk Assessment.</li> </ul>



# Human Rights in **Thaioil Group** Supply Chain



# Determine **additional mitigation** measures

## Human Rights Salient Issues and Mitigation Measures



The assessment covered all supplier groups of Thaioil's subcontractors and Tier-1 suppliers

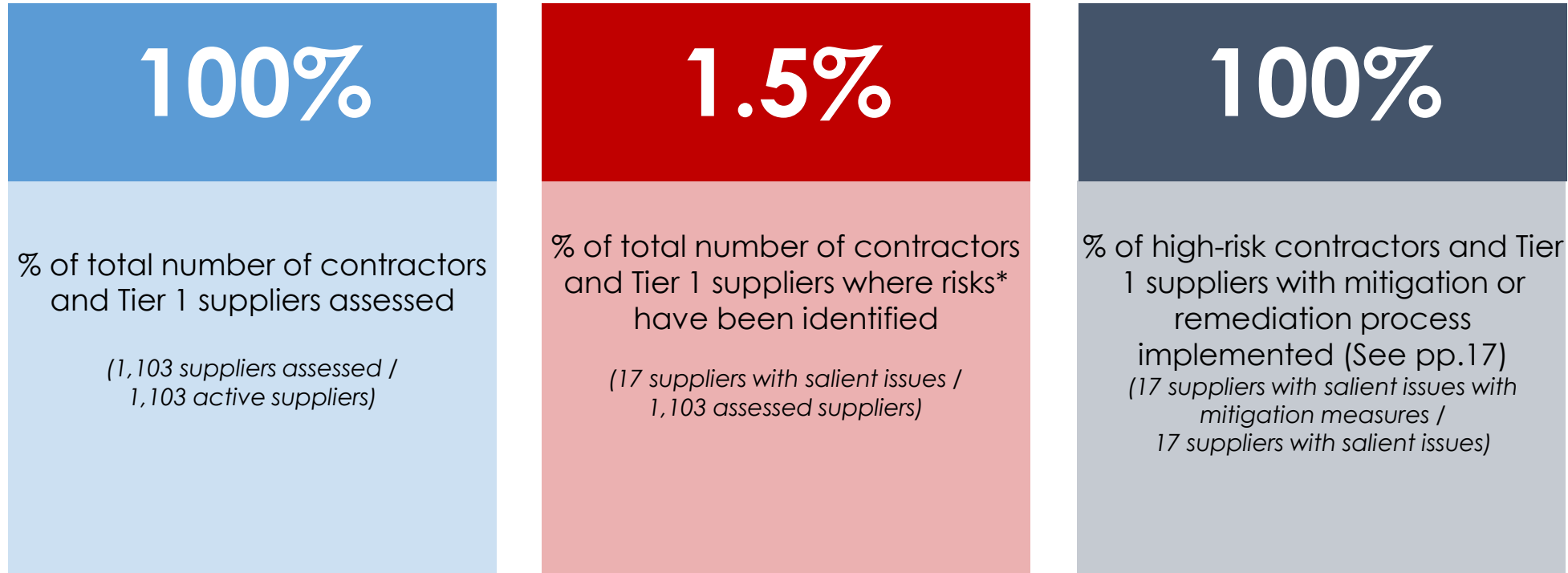
Non-Crude Procurement		Crude Procurement		
Material Manufacturing and Producer	Service Supplier Group	Major Oil/ International Oil Company	Trading Firm/ Trader	Logistics/ Shipping
<ul style="list-style-type: none"> <li>- Electrical equipment and accessories</li> <li>- General consumable and supply</li> <li>- Instrument equipment and accessories</li> <li>- IT and communication equipment</li> <li>- Marine, offshore, and accessories</li> <li>- Mechanical equipment and accessories</li> <li>- Oil, chemical, and laboratory supply</li> <li>- Pipe, valve, flange and fitting</li> <li>- Safety equipment</li> </ul>	<ul style="list-style-type: none"> <li>- Civil equipment and services</li> <li>- Electrical and instrument and services</li> <li>- General non-technical service</li> <li>- General technical service</li> <li>- IT and communication</li> <li>- Mechanical engineering and service</li> <li>- Piping engineering and service</li> <li>- Logistics/ Shipping</li> <li>- Manpower</li> <li>- Consulting service</li> <li>- Project management and engineering design</li> <li>- Utility and intercompany</li> </ul>			

**Countries in which Thaioil's subcontractors and Tier-1 Suppliers are located include** Australia, Austria, China, France, Germany, Hong Kong, India, Indonesia, Italy, Japan, Malaysia, Netherlands, Qatar, Russia, Singapore, South Korea, Switzerland, Taiwan, Thailand, USA, United Kingdom

The human rights issues identified (i.e., salient issues) were:

- **Freedom of Association and the Right to Collective Bargaining**
- **Working Condition**
- **Health and Safety**
- **Community Rights and Indigenous Rights**

# In 2025, Thaioil assessed human rights risks in **all tier 1 suppliers** and ensured that all risks have mitigation measures.



## The human rights issues identified (i.e., salient issues) were:

- Freedom of Association and the Right to Collective Bargaining
- Working Condition
- Health and Safety
- Community Rights and Indigenous Rights

# Determine additional mitigation measures



## Human Rights Salient Issues and Mitigation Measures

Supplier Type	Supplier Group	Human Rights Issue	Description of Risks	Existing and Additional Mitigation Measures/ Remediation Action
Crude and Non-Crude	Logistics/ Shipping	Working Conditions	<ul style="list-style-type: none"> <li>Unpaid wages</li> </ul>	<ul style="list-style-type: none"> <li>Regularly communicating Thaioil Group's policies regarding human rights and ESG to all tier-1 suppliers and contractors which require their recognition and compliance at least in Supplier Seminar held annually.</li> <li>Requiring Thaioil Group business partners (supplier, contractors, and vendors) acceptance and commitment to Supplier Code of Conduct (SCOC) that covers requirement on human rights commitments and practices.</li> <li>Conducting supplier screening, audit, and self-assessments regarding safety and human rights issues including labor practices and community practices.</li> <li>Conducting on-site audit/ workplace assessment specifically for human rights assessment.</li> <li>Collecting safety performance statistics from suppliers (e.g., TRIR) to analyze and establish preventive and corrective actions as appropriately.</li> <li>Developing tools and providing resources to suppliers so that they are able to utilize for improving human rights practices and assessment in their own operations.</li> </ul>
		Freedom of association and the Right to collective bargaining	<ul style="list-style-type: none"> <li>Union busting</li> </ul>	
		Employee Health and Safety	<ul style="list-style-type: none"> <li>Transportation accidents</li> </ul>	
		Community Rights	<ul style="list-style-type: none"> <li>Impacts of transportation accidents on local communities</li> </ul>	

## Spotlight on Human Rights Activities 2025

Thaioil Group's vision is to “**Empowering Human Life through Sustainable Energy and Chemicals**”

This means our goal is to become a highly competitive energy and chemicals company that will **generate sustainable returns to our stakeholders, increase their quality of life, and drive sustainable growth within the organization, in the meanwhile maintaining the balance across the economic, social, environmental, and governance dimensions along with respect for human rights.**

Since 2015, Thaioil Group has established policies and procedures comprehensively throughout its supply chain to ensure conduct business operations with respecting human rights in mindset.

Moreover, after Thai government announced the 2<sup>nd</sup> National Action Plan on Business and Human Rights (NAP2). Thaioil Group has immediately taken action to align with the 2<sup>nd</sup> NAP. Along with the business expanding plan such as the Clean Fuel Project, Thaioil Group has therefore raised the level of instilling awareness of human rights to be even more intense. Including giving importance to environmental conservation. Thaioil Group has taken the following actions:

**1** Strengthening Mitigation Plan and Achievement

**2** Scaling up Human Rights Mindset

**3** Human Rights to Thaioil Group Healthy Environment



# 1

## ***Strengthening Mitigation Plan and Achievement 2025***

- *Own Operation*
- *Supplier*



# 1. Mitigation Plan Completion

## Human Rights Salient Issues and Mitigation Measures

Employee

Associated Activities	Human Rights Issue	Description of Risks	Existing and Additional Mitigation Measures/ Remediation Action
Oil Refinery	<b>Employee Health and Safety</b>  This human rights risk issue may violate: <ul style="list-style-type: none"> <li>• Right to life</li> <li>• Rights to health</li> <li>• Right to enjoy just and favorable conditions of work</li> <li>• Right to access to effective remedies</li> </ul>	<ul style="list-style-type: none"> <li>• Accidents during operations such as supporting pipe structure, lifting accidents, falls from a height which may lead to fatality</li> <li>• Unsafe working environments such as extreme heat, smoke, smell from oil and gas, fire, leak, explosion, short circuit, narrow spaces, inappropriate PPE equipment</li> </ul>	<p>Thaioil Group has implemented the mitigation measures to control the risk that associated with health and safety concerns in order to uphold the rights of employee who work at Thaioil Group's own operational site including:</p> <ul style="list-style-type: none"> <li>☑ Acknowledging human rights policies for employee.</li> <li>☑ Safety management system certified by international standards such as OSHAS 18001 ISO 45001 IMS ISO/IEC 17025 OEMS Daily 5S for engineering site.</li> <li>☑ Thaioil Group has consistently implemented projects under 4C measures in order to mitigate risks, which include C-1 Control, C-2 Contain, C-3 Clean, C-4 Check.</li> <li>☑ AllSAFE White Green Roll Out (Morning and Lunch) has been adopted to develop and raise operational safety awareness and leadership under the Operational Excellence to Business Excellence (O2Bx) strategy.</li> <li>☑ Promoting and distributing necessary equipment or PPE for the particular tasks, such as whistles, ear plugs, fabric/leather gloves, eyeglasses in order to protect employees while working on site and to prevent incidents.</li> <li>☑ The GEMBA (Management) walk activity aims to create an understanding and to recommend safety practices in activities.</li> <li>☑ Safety campaign and training to raise awareness the importance of health and safety.</li> <li>☑ Stop Work Authority when incidents occurred or likely to occur and apply Occupational Health and Safety Risk Assessment.</li> <li>☑ The Technical Safety team has consistently developed and improved process safety management to meet the international standards of the Occupational Safety and Health Administration (OSHA).</li> </ul>
Lube Base			
Solvents and Trader/Distributor			

Supplier

Associated Activities	Human Rights Issue	Description of Risks	Existing and Additional Mitigation Measures/ Remediation Action
Oil Refinery	<b>Supplier Health and Safety</b>  This human rights risk issue may violate: <ul style="list-style-type: none"> <li>• Right to life</li> <li>• Rights to health</li> <li>• Right to enjoy just and favorable conditions of work</li> <li>• Right to access to effective remedies</li> </ul>	<p>Accidents during construction such as supporting pipe structure, lifting accidents, falls from a height which may lead to fatality</p>	<p>Thaioil Group has implemented the mitigation measures to control the risk that associated with health and safety concerns in order to uphold the rights of suppliers and contractors who work at Thaioil Group's own operational site including:</p> <ul style="list-style-type: none"> <li>☑ Acknowledging Business and Human Rights Policy for Supply Chain.</li> <li>☑ Thaioil Supplier Code of Conduct to ensure strict compliance with safety procedures.</li> <li>☑ Safety management system certified by international standards such as OSHAS 18001 ISO 45001 IMS ISO/IEC 17025 OEMS Daily 5S for engineering site.</li> <li>☑ Thaioil Group has implemented projects under 4C measures in order to mitigate risks, which include C-1 Control, C-2 Contain, C-3 Clean, C-4 Check.</li> <li>☑ AllSAFE White Green Roll Out (Morning and Lunch) has been adopted to develop and raise operational safety awareness and leadership under the Operational Excellence to Business Excellence (O2Bx) strategy.</li> <li>☑ Promoting and distributing necessary equipment or PPE for the particular tasks, such as whistles, ear plugs, fabric/leather gloves, eyeglasses in order to protect employees while working on site and to prevent incidents.</li> <li>☑ The GEMBA (Management) walk activity aims to create an understanding and to recommend safety practices in activities.</li> <li>☑ Safety campaign to raise awareness the importance of health and safety.</li> <li>☑ Safety introduction workshop for safety personnel and contractor supervisors.</li> <li>☑ Stop Work Authority when incidents occurred or likely occur and apply Occupational Health and Safety Risk Assessment.</li> </ul>
Lube Base			
Solvents and Trader/Distributor			

### Action in 2025

#### 1. Encouraging Human Rights Mindset

- ☑ E-learning for international subsidiaries
- ☑ Human rights activities for employees
- ☑ Revise the e-learning course content to ensure alignment with the updated Human Rights Policy.

#### 2. Implementing Safety Program

- ☑ Refinery in the city: 4C Project
- ☑ All SAFE White Green program
- ☑ Safety campaign
- ☑ The GEMBA Walk
- ☑ Stop Work Authority

#### 3. Ensuring Suppliers Respecting Human Rights

- ☑ Supplier to acknowledge policy and SCOC

# 1. Mitigation Plan Achievement

## 1. Encouraging Human Rights Mindset

- ☑ E-learning for international subsidiaries
- ☑ Human rights activities for employee



# E-Learning for international subsidiaries

## E-Learning VDO in Thai and English version to share knowledge and create awareness to international staff



**EP.1**

Human Rights for Sustainability : Introduction to Human Rights

Thai version 1357 views  
**NEW!** English version 124 views



**EP.2**

Human Rights for Sustainability : TOP Group Human Right Policy

Thai version 2305 views  
**NEW!** English version 81 views



**EP.3**

Human Rights for Sustainability : Human Rights Due Diligence

Thai version 1199 views  
**NEW!** English version 96 views



**EP.4**

Human Rights for Sustainability : Human Rights Due Diligence in Action: Risk Assessment

Thai version 1813 views  
**NEW!** English version 172 views

### New in 2025



Human Rights for Sustainability : Discrimination and Harassment

Thai version 940 views  
 English version 147 views



Human Rights for Sustainability : Human Rights and Races

Thai version 736 views  
 English version 54 views

# 1. Mitigation Plan Achievement

## 1. Encouraging Human Rights Mindset

- ☑ E-learning for international subsidiaries
- ☑ Human rights activities for employees

# Pride Month 2025

Thaioil Group organized **Pride Month 2025** event to create awareness/recognition in human rights and promote diversity in our workplace.

In Pride Month 2025 event we had:

- *Human Rights booth*
- *Fun games and human rights souvenirs*
- *Pride Month Costume Contest*
- *Office decoration to foster workplace atmosphere*
- *Management joined the activities and employee site visit*

Actual Result in 2025:  
✓ Complaint due to non-compliance with human rights = **0 case**



Satisfaction score 95%

# 1. Mitigation Plan Achievement

## 2. Implementing Safety Program

### The "Refinery in The City"

#### New CARE Concept

The "Refinery in The City" model has been adopted in the management approach in pursuit of business excellence in Short-to Long-term, focusing on three main areas on **ESG**: Environmental management, Social management, and Governance compliance.



In 2025, Thaioil Group has implemented a management approach known as the "New CARE Concept", which is outlined as follows:

<p><b>C</b></p> <p>Control of Impact</p>	<p><b>A</b></p> <p>Associate</p>	<p><b>R</b></p> <p>Refine Stakeholder Relationship</p>	<p><b>E</b></p> <p>Enhance Quality of Life</p>
<p>Controlling environmental impacts and maintaining compliance with the regulatory requirements. The environmental management has been elevated through Permit to Work-Job Safety Environmental Analysis (JSEA) to prevent and minimize potential impacts on communities that may be affected by the Company's production activities. Furthermore, the Company has implemented environmental management during major maintenance periods, or Major Turnarounds (MTA), through its 'Green MTA' approach. In preparation for the Resuming Clean Fuel Project (CFP) Construction phase, the Group prioritizes grievance readiness as a key objective. This includes the adoption of a new Voice of Stakeholder (VOS) process to maintain the trust and confidence of surrounding communities through proactive community engagement.</p>	<p>Enhancing and building a robust network through raising awareness, engaging in communication with stakeholders, and building trust in Thaioil Group's ability to prevent and mitigate the impacts of business operations. This is outlined in the Company's Sustainability Management Policy and Corporate Social Responsibility Policy. This aims to enhance the quality of life for communities and society, contributing to sustainable growth.</p>	<p>Building confidence among communities and stakeholders through active executive participation in community activities. Senior management prioritizes close field engagement to listen to concerns firsthand and ensure continuous, rapid communication regarding the Company's operations. Furthermore, the Company strengthens its strategic communication and collaboration with the media to enhance public trust.</p>	<p>Creating value to society through the "Partner for Life CSR" concept to instill volunteerism and corporate social responsibility among employees. Furthermore, the Company promotes a "Volunteer Culture" and encourages employees to design initiatives for communities towards "Share Value with Society".</p>

# 1. Mitigation Plan Achievement

## 2. Implementing Safety Program

# The "Refinery in The City"

### ▶ Particulate Matter (PM2.5) Management

"The PM2.5 Taskforce monitors and drives air quality management under the 4C framework (Control, Contain, Clean, Check) across operations and communities. Continuous monitoring is conducted via AQMS and "NONG PIM" detectors (PM10 & PM2.5), supported by external audits. Regular communication is ensured through ENVI e-newsletters to raise awareness among employees.

In 2025, Thaioil Group implemented projects under the 4C measures as follows:

#### C-1 Control Maintained the air quality at a better level than standards and legal requirements.

- ✓ Limited vehicle and road usage through carpool campaigns
- ✓ Transitioned carpool vehicles to electric vehicles (EV)
- ✓ Adopted "Fast & Flow" strategy to manage traffic flow
- ✓ Monitored vehicle conditions and controlled black smoke

#### C-2 Contain Controlled dust levels on walkways to reduce dust dispersion and accumulation.

- ✓ Installed dust collection nets and used tarp covers
- ✓ Set up wheel washing systems in construction areas
- ✓ Installed water spraying systems
- ✓ Provided dust protection masks for workers in risk areas

#### C-3 Clean Clean in buildings, lorry loading areas, and construction sites

- ✓ Carpet and air conditioner cleaning
- ✓ 5S activities and Big Cleaning Day
- ✓ Regular road cleaning within plant and nearby areas
- ✓ Supported public dust control by water spraying

#### C-4 Check Tracked and monitored dust pollution levels to ensure air quality compliance.

- ✓ Monitored data from Pollution Control Department
- ✓ Used TOP AQMS lorry station data
- ✓ Tracked PM2.5 via NONG PIM detectors
- ✓ Assessed air quality both indoors and outdoors



E-newsletter regarding PM2.5 situation, and advising employees to work from home when PM2.5 is potentially harmful for health.

# 1. Mitigation Plan Achievement

## 2. Implementing Safety Program

### All SAFE White Green, No Harm, No Leak program

All	All employees and contractors
S	Standards of works
A	Awareness on hazards and risk assessments
F	Full compliance on work standards with proper site supervision
E	Ensure continuous improvement
White	Drug Free
Green	Environmental impact mitigation
No Harm	Organization without injury
No Leak	Free from leaks of hydrocarbons or hazardous chemicals from primary containment

At the present, Thairoil Group adheres to the Operational Excellence to Business Excellence (O2Bx) strategy with the goal to become a world-class refinery after commissioning of the CFP project. Safety is recognized as one of the main pillars that must be developed and elevated. The 'All SAFE White Green, No Harm, No Leak' Principles were adopted to develop and raise operational safety awareness, culture, and leadership. Furthermore, safety performance is incorporated as one of the corporate KPIs, reflecting the senior management's commitment to prioritizing safety in operations.

Thairoil Group has a specific function to control and implement the work plan. The Company has established the **Safety, Occupational Health, and Working Environment Committee**, in which more than 50% of the members are representatives of operational-level employees (excluding the committee chair). The committee requires at least one monthly meeting to share updates and monitor the progress of current performance and plans for future operations.

#### Role and Responsibility of Safety, Occupational Health, and Working Environment Committee:

- Review policies and plans related to occupational health and safety.
- Determine target related to the Safety, Occupational Health, and Working Environment.
- Develop a 5-year plan by prioritization and integration of the action plans with quantified targets to address those associated risks.
- Performance monitoring, evaluating, and reporting of progress in reducing/ preventing safety, health issues and associated risks related action items against targets.
- Report and provide recommendations to improve performance and maintain compliance with occupational health and safety regulations and standards in order to ensure the safety of all employees, subcontractors, and any other individual visiting onsite.
- Promote and support the organization of occupational health and safety-related activities.
- Conduct audits of occupational health and safety at operation areas and inspect statistics related to incidents in the area of operations at least once every month.

**Actual Result in 2025:**  
 ✓ Work-related Fatalities Employees = 0 case  
 ✓ Work-related Fatalities Contractors = 0 case

# 1. Mitigation Plan Achievement

## 2. Implementing Safety Program

### The GEMBA Walk

**GEMBA Walk** is a weekly management site visit to inspect key activities by making **conversations with specific questions**. This aims to create a mutual understanding and to recommend the safety practice in the activities that may pose risks on personal and process safety. The QSHE Rollout activity has been consistently organized with a focus on providing more accessibility. In addition, the campaign to **raise awareness about quality, security, safety, and the environment for workers in all operational areas** has been expanded to include all operational areas and to encourage worker engagement.



### Actual Result of GEMBA walk and talk program in 2025

Description	Plan/ Action	2025												Total
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
GEMBA Management walk and talk program Action Plan 2025	Plan	4	4	4	5	4	4	5	4	4	5	4	5	52
	Actual	4	4	3	2	6	1	4	3	9	3*	4	9	52

# 1. Mitigation Plan Achievement

## 2. Implementing Safety Program

# Safety Campaign

# Walkabout Campaign

(All SAFE with No Harm, No Leak – Goal Zero)

The **Walkabout Campaign** is an initiative focused on inspecting equipment and pipelines within the production process that are at risk of leaks. The goal is to identify issues and make necessary improvements to ensure safe operation. It's all based on the "Find, Report, Resolve" concept:



**Find:** This means seeing, hearing, smelling, or feeling anything unusual or out of place.



**Report:** This involves notifying the relevant personnel about what you found along with attaching photos and any other crucial information.



**Resolve:** This is the process of conducting an engineering-based inspection and then performing maintenance or repairs to make everything safe again.

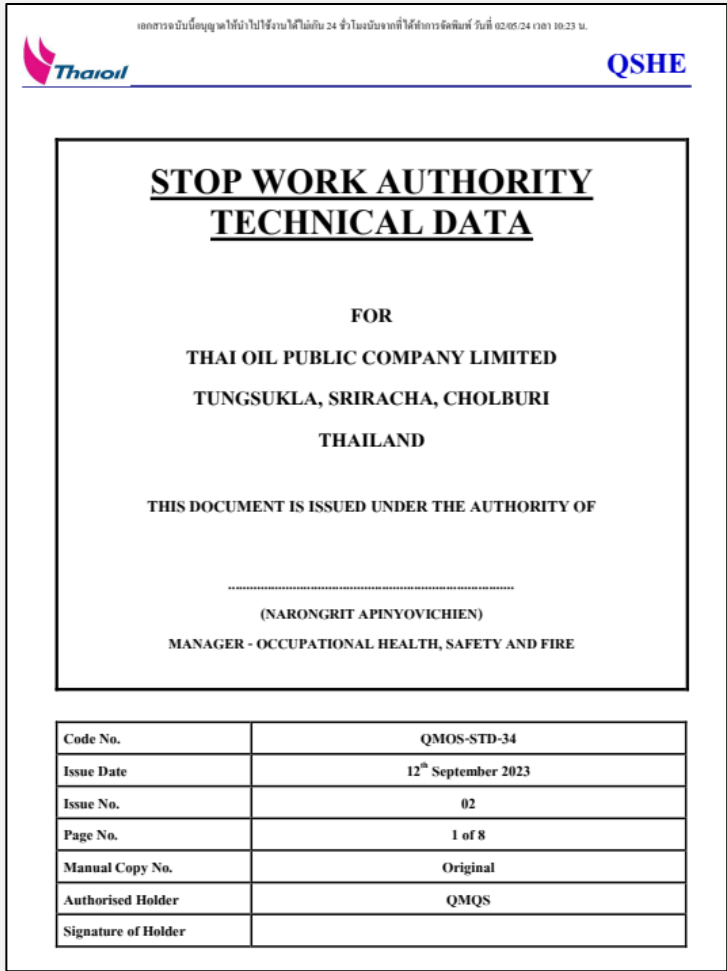
This campaign will feature **monthly awards** to encourage employees to be more aware of and committed to workplace safety.

**Actual Result in 2025:**  
✓ Work-related Fatalities Employees = 0 case  
✓ Work-related Fatalities Contractors = 0 case

# 1. Mitigation Plan Achievement

## 2. Implementing Safety Program

### Stop Work Authority



Thaioil Group has aimed to **enhance safety management by uplifting employees and contractors' rights to work in a safe environment**. They are given the **STOP WORK AUTHORITY cards**, granting authority to stop the work when it was found that the working area has hazardous conditions to their health, or unsafety of oneself and co-workers.

When the STOP WORK AUTHORITY are presented, superior must show determination and emphasis on prevention and correction before accidents or incidents occur.

**STOP WORK when...**

**Worker / Collaborator**

- Physical condition is not ready.
- Not involved in that work.
- Not trained.
- Don't know the work steps.
- PPE is not ready.

**Equipment / Tools**

- Broken
- No guards.
- Failed to pass inspection.
- Insufficient quantity
- Modified or misused.

**How to work**

- Do not have a work permit.
- There is no indication of danger.
- There is no operating procedure.
- Don't understand how it works.
- Change the way of working.

**Environment**

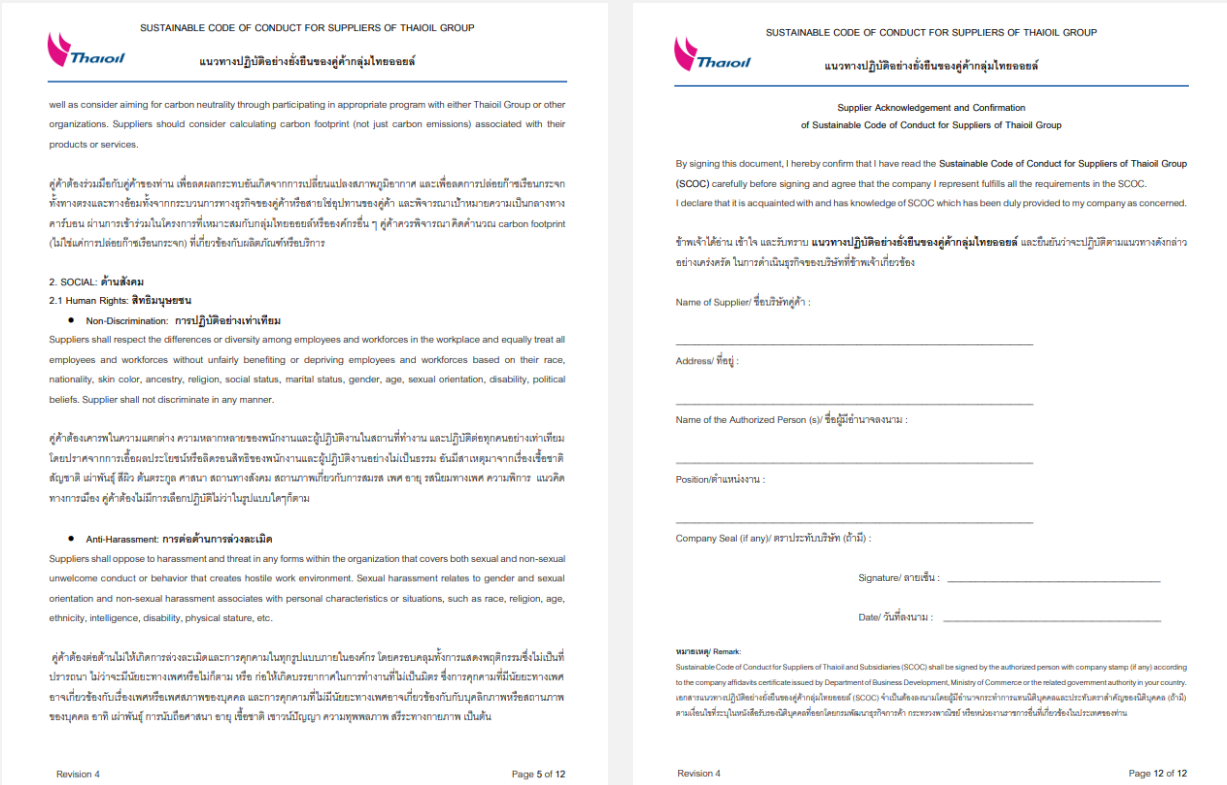
- Heavy rain, thunderstorms.
- Conditions at the work site are not safe.
- Impact on the community
- In a dangerous condition.
- Conditions at the work site have changed.



# 1. Mitigation Plan Achievement

## 3. Ensuring Suppliers Respecting Human Rights

**Thaioil Group's suppliers are required to accept SCOC (Sustainable Code of Conduct for Suppliers) and their adherence is monitored.** To promote continuous improvement, Thaioil Group encourages the adoption of the SCOC by all business partners (suppliers, contractors, vendors), communicating it through annual supplier seminars and the website .

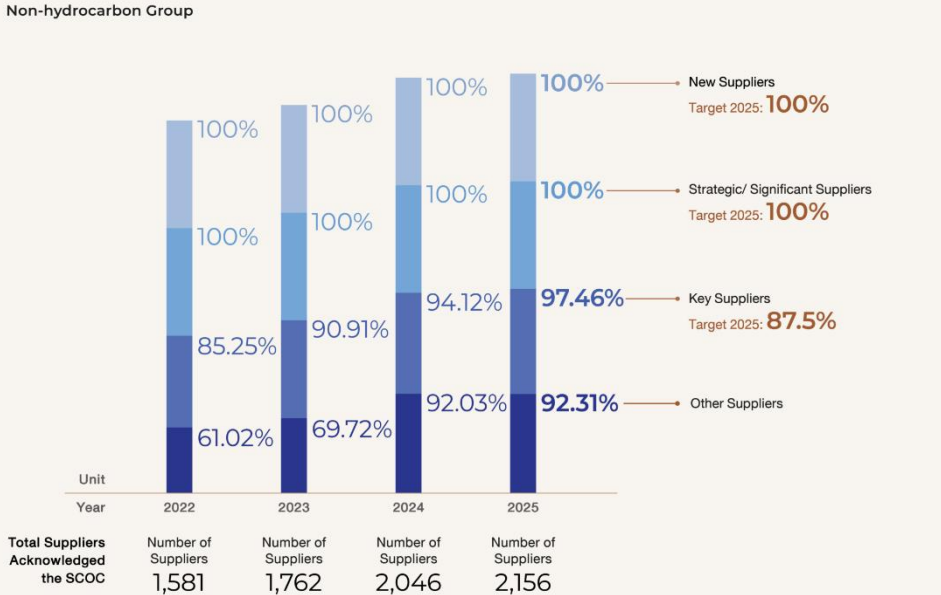


## Suppliers to acknowledge policy and SCOC

To ensure that the procurement of products and services is efficient and aligned with the corporate strategic target. Thaioil Group has started with the step of supplier portfolio management that Thaioil Group has the business with. This step involved encouraging suppliers to adhere to SCOC, which **covers three dimensions: Environmental, Social, and Governance (ESG).**

The purpose is to drive towards sustainable supply chain management, enhance strategic cooperation, and create long-term growth with suppliers. Therefore, new registered suppliers must acknowledge and comply with the SCOC.

### Actual Result in 2025:



# 1. Mitigation Plan Achievement

## Human Rights Salient Issues and Mitigation Measures

Supplier Type	Supplier Group	Human Rights Issue	Description of Risks	Existing and Additional Mitigation Measures/ Remediation Action
Crude and Non-Crude	Logistics/ Shipping	Working Conditions	<ul style="list-style-type: none"> <li>Unpaid wages</li> </ul>	<ul style="list-style-type: none"> <li>Regularly communicating Thaioil Group's policies regarding human rights and ESG to all tier-1 suppliers and contractors which require their recognition and compliance at least in Supplier Seminar held annually.</li> <li>Requiring Thaioil Group business partners (supplier, contractors, and vendors) acceptance and commitment to Supplier Code of Conduct (SCOC) that covers requirement on human rights commitments and practices.</li> <li>Conducting supplier screening, audit, and self-assessments regarding safety and human rights issues including labor practices and community practices.</li> <li>Conducting on-site audit/ workplace assessment specifically for human rights assessment.</li> <li>Collecting safety performance statistics from suppliers (e.g., TRIR) to analyze and establish preventive and corrective actions as appropriately.</li> <li>Developing tools and providing resources to suppliers so that they are able to utilize for improving human rights practices and assessment in their own operations.</li> </ul>
		Freedom of association and the Right to collective bargaining	<ul style="list-style-type: none"> <li>Union busting</li> </ul>	
		Employee Health and Safety	<ul style="list-style-type: none"> <li>Transportation accidents</li> </ul>	
		Community Rights	<ul style="list-style-type: none"> <li>Impacts of transportation accidents on local communities</li> </ul>	

### Action in 2025

- 1. Encouraging Suppliers' Human Rights Mindset**
  - ✓ Conducted activities to communicate Human Rights policies
- 2. Ensuring Suppliers Respecting Human Rights**
  - ✓ Suppliers acknowledged policies and Supplier Code of Conduct (SCOC)
  - ✓ Assessed suppliers on safety and human rights performance
- 3. Ensuring Safety Programs**
  - ✓ Collected and monitored safety performance data

# 1. Mitigation Plan Achievement

## 1. Encouraging Supplier's Human Rights mindset

### Activities to communicate Human Rights policy

In 2025, Thailoil Group communicated key matter of human rights and conducted Supplier ESG Programs as follows:

Thailoil Group has continuously conducted **annual supplier seminar** to communicate ESG topics e.g., **corporate vision, procurement strategic direction, sustainable procurements (SCOC, Supplier ESG roadmap), corporate sustainability(ESG) management policy, Quality, Safety, Occupational Health, and Environment (QSHE), Human Rights in the Supply Chain and Corporate Governance (CG) to our suppliers, etc.**

In 2025, the Supplier Seminar was held as an online event. The seminar shared updates on sustainable procurement practices, including the supplier ESG program, as well as supplier assessment and development initiatives. It also provided a platform for suppliers to exchange knowledge, share useful information, and offer feedback to enhance mutual understanding and collaboration. This engagement presents a valuable opportunity to strengthen Thailoil Group's operations and foster long-term partnerships with suppliers.

**Actual Result in 2025: There was 196 suppliers attended Supplier Seminar 2025**

**SUPPLIER WEBINAR 2025**  
งานสัมมนาผู้ค้ากลุ่มไทยออยส์ประจำปี 2568

26 NOVEMBER 2025  
13.00-15.30

Microsoft Teams

12:30 - 13:00	Registration	13:55 - 14:25	Strategic Sustainability Management: Enhancing Platform Competitiveness by Vice President - Corporate Sustainability
13:00 - 13:15	Event Objectives by Vice President - Procurement & Contract	14:25 - 14:45	Sustaining the Future with Disinfectant and Surfactant (D+S) by Vice President - New S-Curve Business Development
13:15 - 13:25	Opening Speech & Thailoil Group's Strategic Direction by Executive Vice President - Organization Effectiveness	14:45 - 14:55	Sustainable Procurement Aligning Supplier Collaboration for Greater Harmony by Manager - Strategic Procurement and Contract
13:25 - 13:45	Thailoil Group's Procurement & Contract Plan for 2026 by Manager - Procurement & Manager - Business Contract	14:55 - 15:20	Thailoil Group's Policy Update in 2025: QSHE, Human Rights, Governance, Digital
13:45 - 13:55	Smart Payments: Integrating Technology for Seamless Transactions by Liquidity Management Team	15:20 - 15:30	Q&A and Closing Event

Thailoil logo and slogan: Empowering Strength, Powering Growth

A grid of 12 screenshots from the Supplier Webinar 2025. The top row shows the 'THAILOIL'S GROUP VISION' slide with the text 'Empowering Human Life through Sustainable Energy and Chemicals' and a speaker. The middle row shows slides for 'Smart Payments: Integrating Technology for Seamless Transactions', 'What are we doing?', and 'EXPECTATIONS FROM OUR SUPPLIERS'. The bottom row shows a Q&A session with two speakers, 'Thailoil Group's Sustainability Management Policy', and 'ELECTRICAL ENGINEERING'.

# 1. Mitigation Plan Achievement

## 2. Ensuring Supplier Respecting Human Rights

- ☑ Supplier to acknowledge policy and SCOC
- ☑ **Supplier assessment regarding safety and human rights issues**

### Supplier Desk Assessment

Thaioil Group has conducted supplier desk assessment with systematic verification of evidence by examining the certificates and assessment report issued by the Independent Accredited Auditing Body, including as follows:

- ISO Certification e.g., ISO14001, ISO50001, ISO45001, OHSAS18001, ISO9001, ISO17025, and ISO27001
- Green Industry Standard assessments by the Ministry of Industry
- Certifications from the Thai Private Sector Collective Action Against Corruption (CAC)
- Corporate Social Responsibility, and the Department of Industrial Work Award (CSR-DIW Award) by the Ministry of Industry.

### 2<sup>nd</sup> Party Supplier On-site Assessment

Supplier on-site assessments carried out by the company's employees or contracted consultant (2nd party assessment). For example; there are QSHE (Quality, Safety, Occupational Health, and Environment) assessments and waste assessments that are audited by the company at both Thaioil and Supplier Sites.

#### SSHE assessment



#### Waste assessment



## Supplier Assessment

### 3<sup>rd</sup> Party Supplier On-site Assessment

Supplier ESG on-site assessments carried out by the Management System Certification Institute (MASCI) as an independent accredited auditing body (3rd party assessment) to assess the Company's sustainable management practices of significant suppliers who have high potential ESG risks and/or strategic suppliers. These on-site assessments are conducted based on the criteria developed from ISO20400: Sustainable Procurement.



#### Actual Result 2025:

- ✓ Total number of significant suppliers assessed via desk assessments/ on-site assessments = **43 suppliers (97.7% above target at 95%)**
- ✓ Number of significant suppliers assessed with substantial actual/ potential negative impacts = **0 supplier**

# 1. Mitigation Plan Achievement

## 2. Ensuring Supplier Respecting Human Rights

- ☑ Supplier to acknowledge policy and SCOC
- ☑ Supplier assessment regarding safety and human rights issues

## Supplier Assessment

After the supplier ESG 3<sup>rd</sup> party onsite assessment is completely conducted, we have recognized the suppliers for putting in high effort, creating more collaboration, and supporting our long-term sustainability in the supply chain.



**Actual Result in 2025:**  
 ✓ No. of suppliers were assessed on ESG on site = **6 suppliers (completed 100% as planned)**

แบบสอบถามด้านจริยธรรมทางธุรกิจ ความรับผิดชอบต่อสังคม ความปลอดภัย และสิ่งแวดล้อม					
****สรุปคะแนนด้านความยั่งยืนของผู้ค้า (ท่านสามารถดูผลการดำเนินงานของหน่วยงานเมื่อดำเนินการทบทวนประเมินแล้วเสร็จ หน้า Sheet 'Summary')					
A. ระบบหรือนโยบายภายในบริษัท					
#	มาตรฐานสากลที่	หัวข้อ	หลักเกณฑ์การให้คะแนน	ตัวอย่างเอกสารที่เกี่ยวข้อง	หมายเหตุ
A.1	ISO 20400:2017	บริษัทได้อนามในแนวทางปฏิบัติอย่างยั่งยืนของผู้ค้ากลุ่มไทยอยล์ พร้อมสื่อสารพนักงานทั่วทั้งองค์กรทราบหรือไม่			

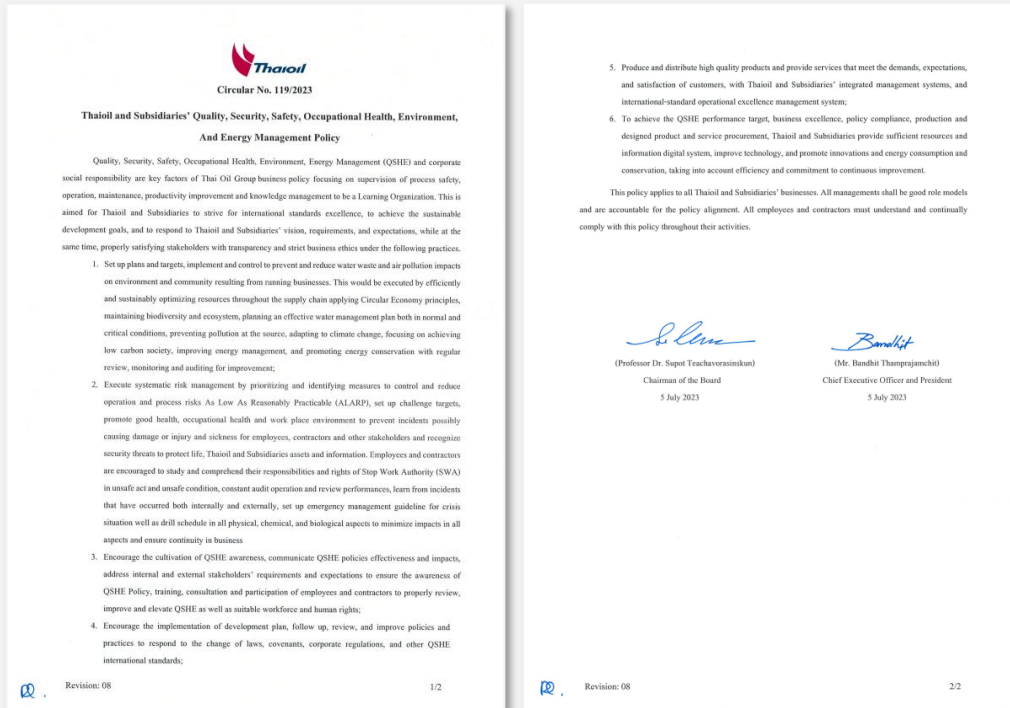
แบบสอบถามด้านจริยธรรมทางธุรกิจ ความรับผิดชอบต่อสังคม ความปลอดภัย และสิ่งแวดล้อม					
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C. สังคม Society					
#	มาตรฐานสากลที่	หัวข้อ	หลักเกณฑ์การให้คะแนน	ตัวอย่างเอกสารที่เกี่ยวข้อง	หมายเหตุ
<b>สิทธิมนุษยชน Human rights</b>					
C.1*	ISO 26000:2010 SA 8000:2014 ISO 20400:2017	บริษัทมีเว็บไซต์บนที่แจ้งได้ว่าการจ้างงานเป็นการจ้างแรงงานที่สมัครใจ และบริษัทไม่ยอมให้มีการใช้แรงงานบังคับหรือไม่			
C.2*	ISO 26000:2010 SA 8000:2014 ISO 20400:2017	บริษัทมีการจ้างงานพนักงานที่อายุต่ำกว่า 18 ปี ปฏิบัติงานที่เสี่ยงอันตรายหรือไม่			
C.3*	ISO 26000:2010 ISO 20400:2017	พนักงานของบริษัทมีสิทธิในการจัดตั้งหรือการรวมกลุ่มเพื่อการเจรจาต่อรองหรือไม่			
C.4*	ISO 26000:2010 ISO 20400:2017	บริษัทมีกระบวนการและช่องทางในการร้องเรียน สำหรับพนักงาน (เช่น การร้องเรียนโดยไม่มีชื่อ, ช่องทางการแจ้งเบาะแสหรือข้อร้องเรียน) หรือไม่			

# 1. Mitigation Plan Achievement

## 3. Ensuring Safety Programs

Thaioil Group manages occupational health and safety through **the Quality, Security, Safety, Occupational Health, Environment, and Energy Management Policy (QSHE policy)**. The policy is used as a framework to drive and strengthen Thaioil Group's towards continuous QSHE excellence and sustainability.

Thaioil Group has also established **Safety, Occupational Health, and Working Environment Committee** which requires at least one monthly meeting to share updates and monitor the progress of current performance and plans for future operations. Regard to the Occupational Health and Safety initiatives and programs, **the Occupational Health and Safety Risk Assessment** is required to conducted.



## Collecting safety statistics

### Occupational Health and Safety Risk Assessment

- **Review risk and hazard assessment** identification process that may cause major incidents.
- **Assess high-severity risks and hazards assessment**, and reviewed safety control and preventive measures. The proactive plans and measures on safety and security were established at different levels (defense in depth), covering all high-severity risks and hazards, especially chemical spills.
- **Review major accident event profiles to align with the risks, and the emergency response plan** according to the international best practices. Moreover, the Emergency Control Center was improved to be up-to-date, more efficient, and communicate to all relevant stakeholders.
- **Review accident and incident management practices** to cover every type of incident, including work-related injuries, occupational illnesses, near-miss events, and other incidents including incidents in production processes.

# 2

## *Human Rights Mindset*

- *Employee Mindset*
- *Supplier Mindset*
- *Customer Mindset*
- *Community Mindset*



# Employee Mindset

Share knowledge and create awareness via internal communication channels

Embedding human rights mindset since day 1 in orientation day for newcomers



**THAIOIL GROUP HUMAN RIGHTS**

ต้อนรับ Pride Month!

เพราะ สิทธิมนุษยชน เป็นสิทธิขั้นพื้นฐานและเสรีภาพที่บุคคลพึงมี กลุ่มไทยออยล์จึงมี “นโยบายด้านสิทธิมนุษยชน” โดยให้ความสำคัญกับการปฏิบัติต่อพนักงานอย่างเสมอภาค ไม่เลือกปฏิบัติ ทั้งในด้านเชื้อชาติ สีผิว ศาสนา เพศ อายุ การแสดงออกทางเพศ ฯลฯ

ร่วมเรียนรู้ เรื่อง... เรื่อง THAIOIL GROUP HUMAN RIGHTS ใน “สิทธิมนุษยชนกับการเลือกปฏิบัติและการล่วงละเมิดในสถานที่ทำงาน” (Human Rights: Discrimination and Harassment)

เรียนภายใน 30 ม.ย. 68 นี้ คืนรับรางวัล

- Gift Voucher Starbucks หรือ Akanee 100 บาท จำนวน 20 รางวัล
- กระเป๋า Thaioil Human Rights จำนวน 10 รางวัล

คลิก! เพื่อเข้าเรียน หรือ search คำว่า Human Rights for Sustainability

**Thaioil Group Human Rights**

เมื่อไทยออยล์ขยายธุรกิจไปสู่ต่างประเทศมากขึ้น อีกทั้งยังได้ร่วมงานกับชาวต่างชาติที่หลากหลาย...เพื่อให้เราสามารถทำงานร่วมกันได้อย่างราบรื่นบนพื้นฐานของการเคารพ และเสมอภาคตามหลักสิทธิมนุษยชน รวมถึงหลัก DE&I (Diversity, Equity และ Inclusion)

ขอเชิญชวนพนักงานทุกคน ร่วมทำความรู้จักและเรียนรู้เรื่อง “สิทธิมนุษยชน กับ เชื้อชาติ” ทาง

คลิก! เพื่อเรียนรู้ได้เลย!

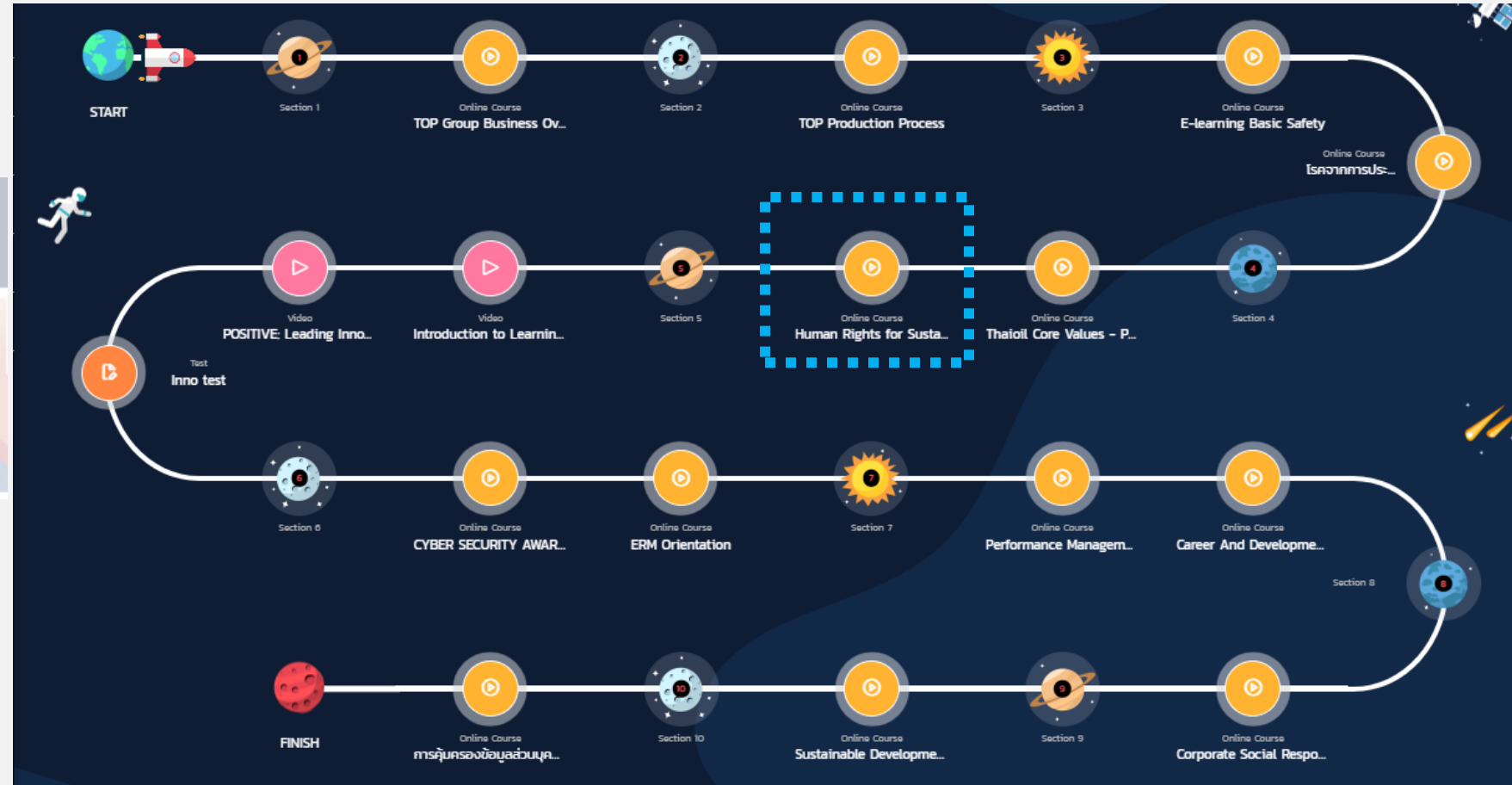
ดาวน์โหลดที่ไทยออยล์ได้รับ “รางวัลองค์กรต้นแบบด้านสิทธิมนุษยชน 2568”

เรื่อง สิทธิมนุษยชน กับ เชื้อชาติ และทำ Test ได้คะแนนเต็ม วันที่ 28 พฤศจิกายน 68 รับ กระเป๋าไทยออยล์ 3 รางวัล Gift Voucher Akanee มูลค่า 100 บาท 10 รางวัล!

# Employee Mindset

Share knowledge and create awareness via internal communication channels

## Thaioil Group human rights E-Learning Journey for newcomers



# Employee Mindset Embed human rights mindset through employee experience.

## Employee rights to enjoy favorable work conditions and well-being

**5 Happiness** : Through New Normal Work Life initiative, Thairoil Group has raised employee awareness of their own rights, including the benefits that employees and retired employees are entitled to. Thairoil Group also organized the 5 Happiness project as follows:



Proactively promotes employees' physical health through the Health Meter Application, an application that collects health data, assesses health risks, and provides health tips.

Whether they be small or big problems, professional or personal stress, employees can set up appointments to consult with mental experts or psychiatrists can use the OOCA Application.

Promotes a culture of appreciation in the organization through encouraging employees to send compliments, appreciation, and encouragement through the Admire Application, and together spreading positive energy and creating an enjoyable working environment.

Employees can exchange certain benefits for reimbursements of products and services that better match their needs and personal lifestyles through the Flexible Benefits Application.

Build a close virtual social relationships through The SAP JAM Application.



## Hiring Persons with Disabilities

According to the **Persons with Disabilities Empowerment Act, B.E. 2550**, criteria and procedures stipulated in the Rules prescribed by the Committee (Section 35), Thairoil Group supports employments of persons with disabilities in total 21 people: 5 people from Thairoil Public Company and 16 people from Thairoil Energy Service Company support.



# Supplier Mindset

## Communication and activities for Thairoil Group's suppliers

Thaioil Group has continuously communicated potential **human rights issues/concerns in Sustainable Supply Chain Development for Supplier** and continuously hosted lectures on human rights for suppliers in the **Annual Thaioil Group Supplier Seminar in 2025**.

**STOP CORRUPTION**

ฝ่ายจัดซื้อจัดจ้าง บริษัทไทยออยล์ จำกัด (มหาชน) ขอเรียนเชิญผู้ค้าที่มีส่วนร่วมรับฟังการบรรยาย

### SUSTAINABLE SUPPLY CHAIN DEVELOPMENT PROGRAM FOR SUPPLIER

ตั้งแต่วันที่ 09.00-16.00 น.  
ช่องทางการเรียนผ่านออนไลน์ MS Team

วัน/เดือน	หัวข้อ	เนื้อเรื่อง
14/05/2568	สิทธิมนุษยชนและการสร้างวัฒนธรรมภายในองค์กร	<ul style="list-style-type: none"> <li>ความรู้พื้นฐานด้านสิทธิมนุษยชนในบริบทธุรกิจ</li> <li>การประเมินความเสี่ยงเชิงด้านสิทธิมนุษยชน</li> <li>การสร้างความตระหนักภายในองค์กร</li> <li>การจัดการเมื่อต้องรับมือและการเยียวยา</li> </ul>
9/06/2568	จริยธรรมทางธุรกิจและการต่อต้านคอร์รัปชันและนโยบายความโปร่งใสและธรรมาภิบาล	<ul style="list-style-type: none"> <li>หลักจริยธรรมทางธุรกิจพื้นฐาน</li> <li>การต่อต้านคอร์รัปชันและการป้องกันการทุจริต</li> <li>พื้นฐานการรับทราบความเสี่ยงและความเป็นไปของ</li> <li>การป้องกันและจัดการเมื่อเจอในเหตุการณ์</li> </ul>

**Mr. Kosid Keawtao**  
ที่ปรึกษาด้านมาตรฐานระบบบริหารจัดการ และความยั่งยืน (ESG)  
 \* ผู้ตั้งมาตรฐานตามมาตรฐาน ISO9001, ISO14001, ISO45001 ฯลฯ  
 \* ที่ปรึกษาด้าน PDPA และระบบบริหารความยั่งยืนองค์กร

**HUMAN RIGHTS**

CONTACT US  
 ส่งคำถามหรือข้อสงสัยมาที่:  
 ชื่อ: คุณณัฐพร ศรีจันทร์  
 Email: nrm@thairoilgroup.com  
 Tlx: 038-408-500 ต่อ 21118, 21119

### SUPPLIER WEBINAR 2025

งานสัมมนาผู้ค้ากลุ่มไทยออยล์ประจำปี 2568

26 NOVEMBER 2025  
13.00-15.30

Microsoft Teams

12:30 - 13:00 Registration

13:00 - 13:15 Event Objectives  
by Vice President - Procurement & Contract

13:15 - 13:25 Opening Speech & Thairoil Group's Strategic Direction  
by Executive Vice President - Organization Effectiveness

13:25 - 13:45 Thairoil Group's Procurement & Contract Plan for 2026  
by Manager - Procurement & Manager - Business Contract

13:45 - 13:55 Smart Payments Integrating Technology for Seamless Transactions  
by Liquidity Management Team

13:55 - 14:25 Strategic Sustainability Management: Enhancing Platform Competitiveness  
by Vice President - Corporate Sustainability

14:25 - 14:45 Sustain and Surf  
by Vice Pre

14:45 - 14:55 Sustainal Collaborator by Manage

14:55 - 15:20 Thairoil Gr QSHE, Hui

15:20 - 15:30 Q&A and

### COLLABORATION & WAY FORWARD

What Thai Oil will Support:

- Supplier ESG Program and Capacity Building
- Supplier ESG Assessment

Expected Outcomes:

- A strong and sustainable supply chain
- New business opportunities for suppliers



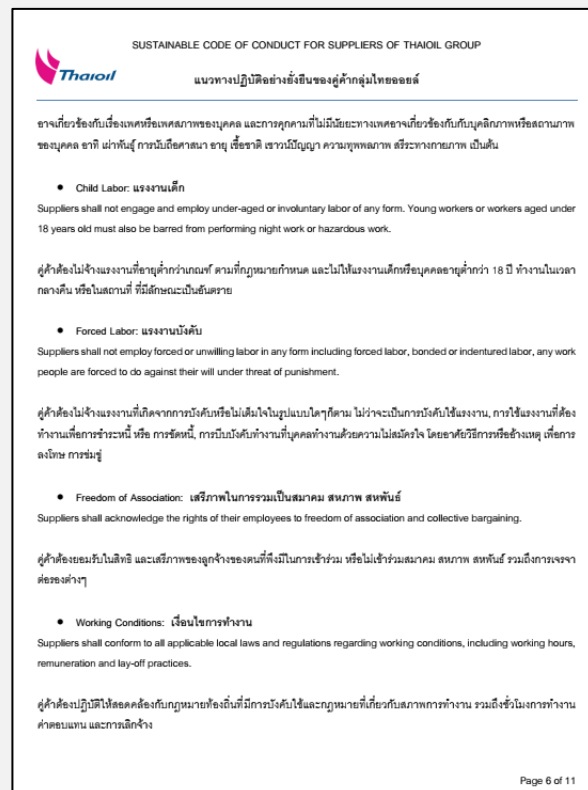
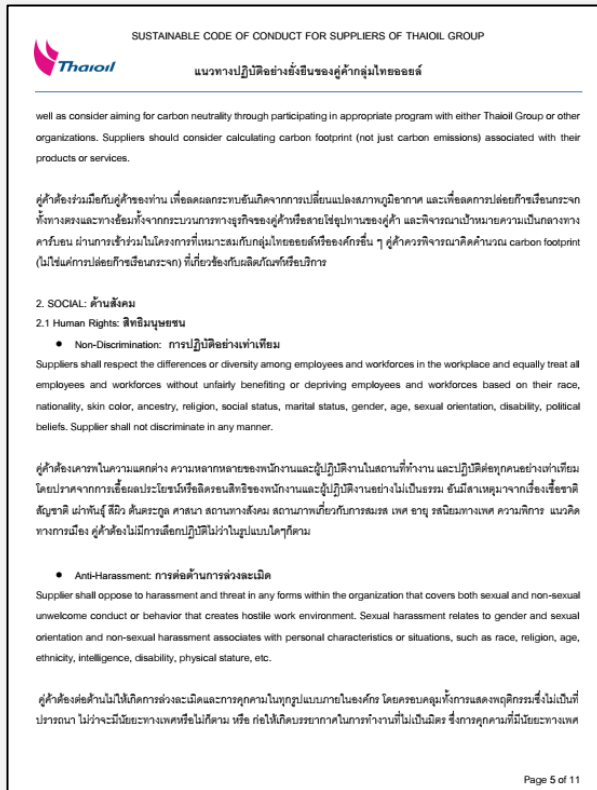
# Supplier Mindset

## Communication and activities for Thaioil Group's suppliers

**Actual Result 2025: 100%** of newly registered suppliers and significant suppliers rolling three-year period assessment have taken ESG Assessment which included the Sustainable Code of Conduct for Suppliers of Thaioil and Subsidiaries (SCOC).

### Continuously reviewing Sustainable Code of Conduct For Suppliers (SCOC)

Suppliers are required to acknowledge on **ESG Assessment** and **Sustainable Code Of Conduct For Suppliers (SCOC)** which covers three dimensions: Environmental, Social, and Governance. **In 2025, Thaioil Group reviewed and amended SCOC to align with international standards and the changing global landscape.** To ensure that all suppliers understand SCOC, we have communicated SCOC through Thaioil Group's website and the supplier seminar 2025.



# Customer Mindset

In 2025, Thailoil Group has continued to ensure Thailoil Group's customers committing to respect human rights of their own employees and stakeholders.

### Compliance with human rights laws in Sale & Purchase Agreement

#### 28. COMPLIANCE WITH HUMAN RIGHTS AND ANTI-MONEY LAUNDERING LAWS

- 28.1 Each Party hereby undertakes that any acts and/or obligations carried out in accordance with this Agreement shall not be in violation of any laws relating to human rights, anti-money laundering and counter financing of terrorism and that the Product sold under this Agreement shall not be used in relation to any violation of any human rights, anti-money laundering and counter financing of terrorism laws.
- 28.2 Each Party represents and warrants that, in connection with this Agreement, (i) the source of fund for payment of Product Price is lawful and transaction hereunder is not for money laundering and/or terrorism financing, and (ii) it is and shall stay knowledgeable about and shall comply with all applicable laws, regulations, rules and requirements relating to anti-money laundering and counter financing of terrorism, including that payments will not constitute the proceeds of crime in contravention of anti-money laundering and counter financing of terrorism laws, and shall not do anything which causes it or the other Party to be exposed to any risks under anti-money laundering and counter financing of terrorism laws.
- 28.3 Nothing in this Agreement will require a Party to perform or take any actions, if by doing so, the Party would not comply with anti-money laundering or counter financing of terrorism laws.
- 28.4 If either Party (i) has reasonable ground to believe that the other Party is involved in money laundering and/or terrorism financing and/or violates anti-money laundering or counter financing of terrorism laws, (ii) is aware that the other Party is in breach of Clause 28.1, 28.2 or 28.3, or (iii) becomes aware of an action, suit or proceeding pending against, or threatened against or affecting, the other Party before or by any court or governmental authority with respect to any human rights, anti-money laundering or counter financing of terrorism laws, such Party may at its sole discretion take any one or more of the following actions:
- (a) Terminate a pending transaction and/or this Agreement with an immediate effect by written notice to the other Party (without prejudice to its other rights or remedies); and/or
  - (b) Not make any transactions with the other Party and/or suspend its performance hereunder until the action, suit or proceeding in question has been resolved (but excluding its obligations to make any payments); provided that such suspension shall not be construed or interpreted as a breach or non-performance of this Agreement.
- 28.5 Notwithstanding the right in Clause 28.4, in the event that either Party has a reason to believe that a breach of any of the obligations in this Clause has occurred or will occur, such non-defaulting Party shall have the right to:
- (i) Obtain from the other Party all information that the non-defaulting Party deems relevant in order to satisfy itself that no breach has occurred or will occur. Upon written request from the non-defaulting Party, the defaulting Party shall fully cooperate in providing all information requested; and/or

- (ii) Suspend its performance hereunder until the defaulting Party can demonstrate to the satisfaction of the non-defaulting Party that no breach has occurred or will occur (but excluding its obligations to make any payments); provided that such suspension shall not be construed or interpreted as a breach or non-performance of this Agreement.

- 28.6 The Parties acknowledge that (i) compliance with this Clause is essential, and that non-compliance may result in irreparable harm to the other Party; and (ii) failure to comply with this Clause will constitute a material breach of this Agreement, enabling the non-defaulting Party to immediately terminate this Agreement, even if such breach does not have any direct effect on this Agreement.
- 28.7 Defaulting Party shall indemnify, save, defend and hold harmless the non-defaulting Party and its affiliate(s) from and against any and all claims, liabilities, proceedings, damages, losses, costs and expenses, including without limitation, the legal fees and disbursement of counsel and/or lawyer selected by the non-defaulting Party in connection with enforcement of any provisions hereof or defence of any third-party claim and/or legal action brought by governmental authorities or directly or indirectly resulting from the defaulting Party's breach of Clauses 28.1 to 28.6, incurred or suffered by the non-defaulting Party and its affiliate(s) or for which the non-defaulting Party and its affiliate(s) will become liable and which arises out of or in relation to the defaulting Party's breach of Clauses 28.1 to 28.6.

Customers who do not conform to the agreement will result in:

- Terminate with an immediate effect by written notice and/or
- Not make transaction and/or suspend its performance.

#### Actual Result in 2025:

- ✓ Customer engagement - Thailoil Group: **93%**
- ✓ Customer engagement - TOPNEXT: **88%**

# Customer Mindset

**Thaioil Public Company Limited** hosted the "**Safety and Happy Hour**" initiative at the Sriracha Oil Terminal, engaging over 350 customers and fleet drivers.



Rooted in the unwavering commitment to **human rights and labor standards**, **Thaioil prioritizes a safe working environment as a fundamental right for all workers**. Under the "Partner for Life" strategy, this safety training reflects the company's core values of sustainability and social responsibility, ensuring that customers and business partners are empowered to achieve resilient, long-term growth together.



**Upholding Labor Rights & Safety:** Elevates occupational health standards by ensuring a safe working environment,



**Enhancing Safety Awareness:** Cultivates safety knowledge and skills among over 350 customers and drivers, effectively mitigating operational risks and preventing accidents during product transport.



**Strengthening Partner Engagement:** Reinforcing strong relationships and trust between Thaioil and its business partners.

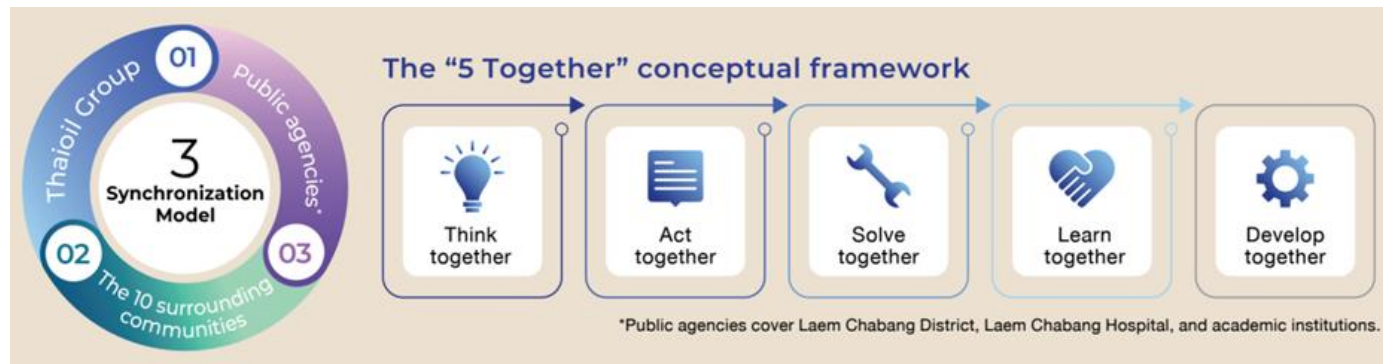


**Fostering Sustainable Growth:** Demonstrates the company's ESG (Environmental, Social, and Governance) commitment, driving continuous, resilient, and long-term sustainable growth across the entire supply chain.

# Community Mindset

In 2025, Thaioil Group implemented **integrated community development plans through projects and initiatives in society and culture, health and quality of life, education, and environment.** Furthermore, Thaioil Group is committed to developing community, social, and environmental goals in line with Thaioil Group vision.

Thaioil Group conducts community relations activities with the communities surrounding the refinery area according to **the “3-synchronization model”** and **the “5-Together”** conceptual framework. This aims to encourage communities to participate in the development of their own communities, thereby becoming self-reliant and building strong communities while reducing impacts from Thaioil Group's operations.



**Actual Result in 2025:**  
**Community engagement score = 95.71%**  
(2025 Target : 90%, Long-term target (2030) : 90%)

# Community Mindset



## Public Participation Activities

Apart of holding **the “3-synchronization meeting”** every month, Thailoil Group reaches its communities by arranging meeting with community directly. Also, The public participation event will be organized when Thailoil Group has new projects which might affect on local people.

- ☑ **Build accurate understanding** of the company’s operations and their impacts on the surrounding communities.
- ☑ **Listen to feedback, suggestions, and concerns** from the community in order to develop and improve operations in alignment with community needs.
- ☑ **Foster good relationships between the company and the community** through participation and two-way communication.
- ☑ **Update information about ongoing and planned community development projects** including corporate social responsibility (CSR) activities.
- ☑ **Establish a collaborative network** between the Company, government agencies, and the community for sustainable quality of life and environmental development in the community.



# Community Mindset



Since 2023, Thailoil Group, in collaboration with the **Sriracha Mass Media Association of Chonburi Province** and **the Chonburi Provincial Public Relations Office**, initiated the **"Green Media Project."** This initiative aims to enhance environmental communication mindsets and capabilities among media professionals.



In 2025, recognizing the critical importance of environmental preservation and **the fundamental rights of citizens to access accurate, real-time environmental data and information**, the project's working group sought to foster community-driven environmental stewardship to ensure long-term environmental rights.



Consequently, **Thailoil Group, the Sriracha Mass Media Association, and the Chonburi Provincial Public Relations Office** conducted a feasibility study and established the **"ChonburiGreenPress" Facebook page**. This platform serves as a continuous communication channel dedicated to publishing easy-to-understand environmental information, news, and insights tailored to the context of Chonburi Province and broader society. **The page was officially launched in January 2026.**



To further elevate the **"Green Media Project,"** Thailoil Group, the Sriracha Mass Media Association, and the Chonburi Provincial Public Relations Office co-developed the **ChonburiGreenPress Facebook page to deliver factual, high-value environmental insights that fulfill the public's right to know.** To ensure the highest standards of accuracy and credibility in public communication, the company secured academic data and expertise from the Faculty of Science at Kasetsart University, Sriracha Campus.

3

# *Human Rights to Healthy Environment*

**A safe, clean, healthy and sustainable environment**

**Key focus: Climate change, Pollution and Biodiversity loss**



### 3. Human Rights to Healthy Environment



## A safe, clean, healthy and sustainable environment

Thaioil Group strives to enhance its environmental management system in alignment with global trends, aiming to drive towards sustainable business growth while maintaining environmental awareness.

According to the Environment, Social, and Governance (ESG) practices, **Thaioil Group aims to reduce environmental impacts and create long-term business opportunities in collaboration with the community as specified in the policy.**

Since 2023, Thaioil Group has elevated the commitment in **Thaioil and Subsidiaries' Quality, Security, Safety, Occupational Health, Environment, and Energy Management Policy** through the approval of the Board of Directors to consistently drive the most efficient environmental management practices.



**Short- to Medium-term Strategy:** The “**Refinery in The City**” implemented a management approach the “**New CARE Concept**”

- **C** – Control of Impact
- **A** – Associate
- **R** – Refine Stakeholder Relationship
- **E** – Enhance Quality of Life

**Long-term Strategy:** Thaioil Group is committed to **promoting business growth** while **maintaining environmental consciousness** and creating long-term business opportunities.

- **the Net Zero GHG Emissions strategy**
- **the Circular Economy strategy**

### QSHE Management Policy

**Thaioil**  
Circular No. 119/2023

**Thaioil and Subsidiaries' Quality, Security, Safety, Occupational Health, Environment, and Energy Management Policy**

Quality, Security, Safety, Occupational Health, Environment, Energy Management (QSHE) and corporate social responsibility are key factors of Thai Oil Group business policy focusing on supervision of process safety, operation, maintenance, productivity improvement and knowledge management to be a Learning Organization. This is aimed for Thaioil and Subsidiaries to strive for international standards excellence, to achieve the sustainable development goals, and to respond to Thaioil and Subsidiaries' vision, requirements, and expectations, while at the same time, properly satisfying stakeholders with transparency and strict business ethics under the following practices.

1. Set up plans and targets, implement and control to prevent and reduce water waste and air pollution impacts on environment and community resulting from running businesses. This would be executed by efficiently and sustainably optimizing resources throughout the supply chain applying Circular Economy principles, maintaining biodiversity and ecosystem, planning an effective water management plan both in normal and critical conditions, preventing pollution at the source, adapting to climate change, focusing on achieving low carbon society, improving energy management, and promoting energy conservation with regular review, monitoring and auditing for improvement;
2. Execute systematic risk management by prioritizing and identifying measures to control and reduce operation and process risks As Low As Reasonably Practicable (ALARP), set up challenge targets, promote good health, occupational health and work place environment to prevent incidents possibly causing damage or injury and sickness for employees, contractors and other stakeholders and recognize security threats to protect life, Thaioil and Subsidiaries assets and information. Employees and contractors are encouraged to study and comprehend their responsibilities and rights of Stop Work Authority (SWA) in unsafe act and unsafe condition, constant audit operation and review performances, learn from incidents that have occurred both internally and externally, set up emergency management guideline for crisis situation well as drill schedule in all physical, chemical, and biological aspects to minimize impacts in all aspects and ensure continuity in business
3. Encourage the cultivation of QSHE awareness, communicate QSHE policies effectiveness and impacts, address internal and external stakeholders' requirements and expectations to ensure the awareness of QSHE Policy, training, consultation and participation of employees and contractors to properly review, improve and elevate QSHE as well as suitable workforce and human rights;
4. Encourage the implementation of development plan, follow up, review, and improve policies and practices to respond to the change of laws, covenants, corporate regulations, and other QSHE international standards;

5. Produce and distribute high quality products and provide services that meet the demands, expectations, and satisfaction of customers, with Thaioil and Subsidiaries' integrated management systems, and international-standard operational excellence management system;

6. To achieve the QSHE performance target, business excellence, policy compliance, production and designed product and service procurement, Thaioil and Subsidiaries provide sufficient resources and information digital system, improve technology, and promote innovations and energy consumption and conservation, taking into account efficiency and commitment to continuous improvement.

This policy applies to all Thaioil and Subsidiaries' businesses. All managements shall be good role models and are accountable for the policy alignment. All employees and contractors must understand and continually comply with this policy throughout their activities.

*S. Supot*  
(Professor Dr. Supot Teachavorasinskun)  
Chairman of the Board  
5 July 2023

*Bandhii*  
(Mr. Bandhii Thamprajanchit)  
Chief Executive Officer and President  
5 July 2023

Revision: 08 1/2 2/2

### Actual Result in 2025:

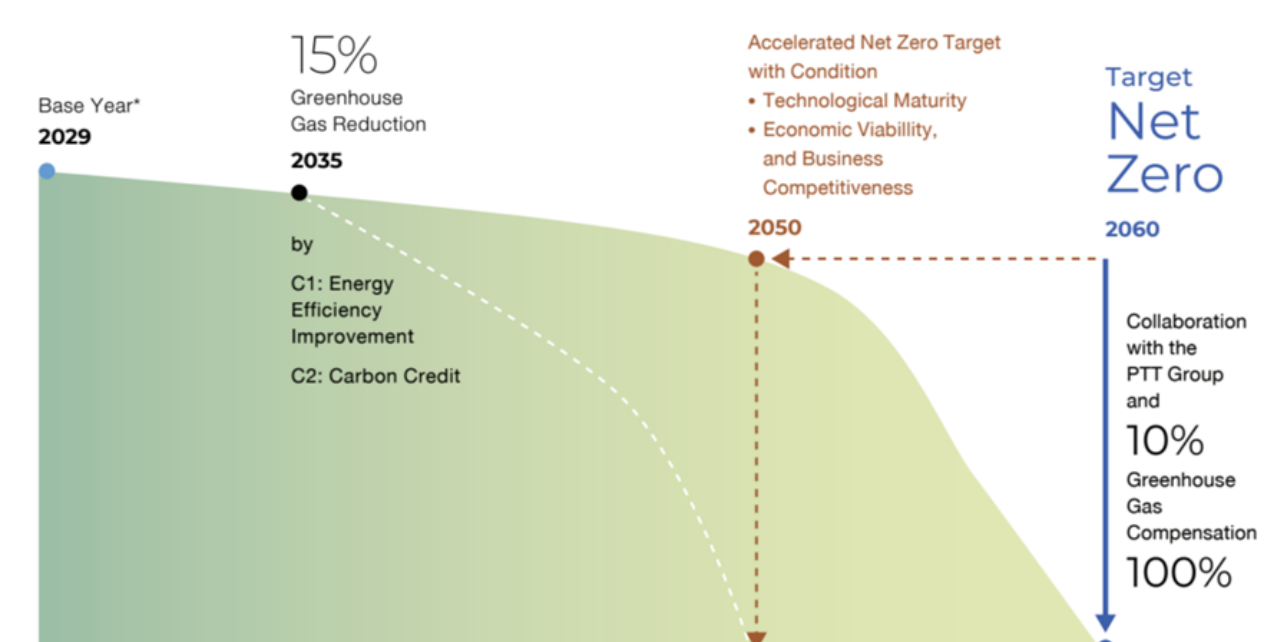
- ✓ **0 complaint** from communities related to environment impact.
- ✓ **100% environmental performance compliance** with environmental laws and regulations.

### 3. Human Rights to Healthy Environment

## NET ZERO GHG Emissions Strategy

Thaioil Group has acknowledged the importance of steering future business towards a clean energy business and a low-carbon society. We have established a policy in alignment with the Paris Agreement and Thailand's Nationally Determined Contribution (NDC). Thaioil Group focuses on feasibility studies of new businesses, including high-value environmentally friendly products and process optimization for maximum efficiency.

Indicator	2025 Target (tCO2e)	Long-term Target
GHG emission reductions	16,600	Reduce 15% of GHG emission by 2035 compared with the base year in 2029
GHG emissions	Less than 3,570,000	Net Zero GHG Emissions by 2060
		Accelerate Net Zero Target to 2050 (Accelerated Net Zero Target) with conditions of technological maturity, economic viability and business competitiveness



### 3. Human Rights to Healthy Environment

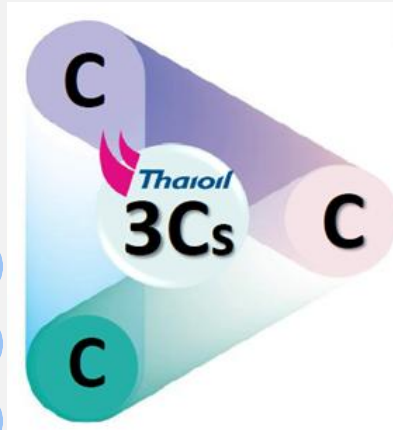
# NET ZERO GHG Emissions Strategy

Thaioil Group defines the Net Zero GHG Emissions Strategy, known as **the 3Cs strategies**, with the details as follows:

**C – Cut Down Existing Emissions**

**C – Compensate Residual Emissions**

**C – Control Future Emissions**



#### Actual Result in 2025:

- ✓ Reduced direct GHG emissions by **33,165 tCO<sub>2</sub>e** from energy efficiency improvement projects
- ✓ Accumulated carbon credits (2020-2025) amounting to **1,675,172 tCO<sub>2</sub>e**

Strategy	Operational Approach
<b>C1</b> Cut Down Existing Emission	<p><b>Operational and Investment Approach before 2035, comprising 3 sub-strategies:</b></p> <ul style="list-style-type: none"> <li>• <b>Maintain Greenhouse Gas (GHG) Emission Intensity</b> by controlling emissions from existing operational units that significantly contribute to GHG production. Key measures include:                             <ul style="list-style-type: none"> <li>- Ensuring Zero Unplanned Shutdown</li> <li>- Controlling gas volumes directed to flare systems.</li> <li>- Maintaining and repairing machinery and equipment to ensure optimal efficiency.</li> <li>- Selecting low-emission fuels for use in production processes.</li> </ul> </li> <li>• <b>Reduce Greenhouse Gas Emissions</b> through the implementation of energy efficiency improvement projects.</li> <li>• <b>Implement an Internal Carbon Price (ICP)</b> as a tool to assess the impact of carbon pricing on the financial viability of Thaioil Group's investment projects that result in an increase or decrease in GHG emissions.</li> </ul> <p><b>Operational and Investment Approach after 2035</b></p> <ul style="list-style-type: none"> <li>• Study, select, and drive projects to increase the appropriate proportion of clean and renewable energy usage within Thaioil Group. This includes initiatives for Carbon Capture, Utilization, and Storage (CCUS) technologies, as well as studying the related impacts when integrating CCUS technology into production units.</li> <li>• Review and implement the Net Zero Greenhouse Gas Emissions pathway to achieve the Net Zero emissions target.</li> </ul>
<b>C2</b> Compensate Residual Emission	<p><b>Implementation through the "3Bs" Sub-strategies:</b></p> <ul style="list-style-type: none"> <li>• <b>Build Up New Carbon Credit:</b> <ul style="list-style-type: none"> <li>- Maintain seedlings in reforestation projects for carbon credit benefits in collaboration with the public sector, totaling 8,600 rai throughout the 10-year project duration. This effort is carried out alongside creating co-benefits for communities surrounding the project areas.</li> <li>- Seek investment opportunities to implement reforestation projects for carbon credit benefits in partnership with allies.</li> </ul> </li> <li>• <b>Bring and Utilize Carbon Credit</b> <ul style="list-style-type: none"> <li>- Study, monitor, and advocate for relevant laws, and regulations to ensure the cost-effective utilization of carbon credits. Currently, 1.675 million tons of carbon dioxide equivalent have been generated from the 239 MW Cogeneration Power Plant in Si Racha, Chonburi (operated by TOP SPP Co., Ltd.) and the Solar Rooftop project of Thai Oil Public Company Limited.</li> <li>- Utilize carbon credits from the 239 MW Cogeneration Power Plant in Si Racha, Chonburi (operated by TOP SPP Co., Ltd.) to offset residual greenhouse gas emissions from events, including supporting stakeholders' activities to ensure they are Carbon Neutral Events.</li> </ul> </li> <li>• <b>Buy Carbon Credit:</b> <ul style="list-style-type: none"> <li>- Study guidelines for purchasing carbon credits on the spot market from partners ready for delivery within the Company's required timeframe.</li> <li>- Study guidelines for entering into carbon credit forward purchase agreements with partners who have clear production plans and sufficient volumes to meet the Company's requirements.</li> </ul> </li> </ul>
<b>C3</b> Control Future Emission	<ul style="list-style-type: none"> <li>• <b>Investment in Low-Carbon Businesses and New Energy:</b> Seek investment opportunities in environmentally friendly low-carbon and new energy sectors. Key areas of interest include Sustainable Aviation Fuel (SAF) production, hydrogen and hydrogen derivatives, the application of Carbon Capture and Storage (CCS) technologies, and Small Modular Reactors (SMR).</li> <li>• <b>Development of Green Products:</b> Study and develop Thaioil Group's green products to be more environmentally friendly, with the objective of increasing the number of products receiving International Sustainability and Carbon Certification (ISCC).</li> </ul>

# NET ZERO GHG Emissions Strategy

## Reforestation Project: Ban Pao Pam-Dong Yang (Community Enterprise), Phrae Province



Thaioil Group has initiated a reforestation project for forest resource restoration and conservation, with a total project area of 8,300 Rai in Phrae Province, in collaboration with the Royal Forest Department. The project creates carbon credit benefits and hires the surrounding Community Enterprise to handle planting and maintenance throughout the entire 10-year project duration.

In 2025, Thaioil Group continued its maintenance activities in the Ban Pao Pam-Dong Yang area (Community Enterprise), creating a participatory process through sapling nursery training. The project also establishes a nursery learning center for the Community Enterprise to create shared Co-benefits.

This project is considered a holistic and fully-integrated operation, promoting economic, environmental, and social dimensions.



### Economic Dimension



Generates income for over 150 community members and ethnic groups in the area hired for planting and forest maintenance.



Creates revenue of over 90,000 Baht from the sale of saplings.



Reduces sapling procurement costs.



### Environmental Dimension



Increases biodiversity by planting more than 10 native species.



Provides a source of food for wildlife and the local community.



Absorbs an expected 33,250 tCO<sub>2</sub>eq (tonnes of carbon dioxide equivalent) of carbon dioxide.



### Social Dimension



Implements a forest fire prevention plan.



Reduces smoke and PM 2.5 dust issues, which impact health.

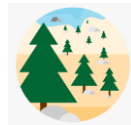
## 3. Human Rights to Healthy Environment

# Biodiversity

Thaioil Group has elevated **the commitment in “Thaioil and Subsidiaries’ Biodiversity Statement”** through the approval of the Board of Directors to consistently drive the most efficient environmental management practices.

### Thaioil and Subsidiaries’ Biodiversity Commitment:

#### No Deforestation Commitments



**By 2035**, Thaioil and Subsidiaries aim to achieve “**No Net Deforestation (NND)**”, meaning any forest loss will be offset through restoration or reforestation efforts.

**By 2040**, Thaioil and Subsidiaries target “**No Gross Deforestation (NGD)**”, ensuring that all new business operations will not cause any clearing of natural forests for future business activities.

#### Biodiversity Commitments



**By 2040**, Thaioil and Subsidiaries aims to achieve “**No Net Loss (NNL)**” of biodiversity without encroaching upon areas identified as biodiversity-sensitive or high conservation value areas.

**By 2050**, Thaioil and Subsidiaries target achieving a “**Net Positive Impact (NPI)**” on biodiversity in the long term. In achieving this, Thaioil and Subsidiaries will apply both the Mitigation Hierarchy and the **AR3T framework** (Avoid, Reduce, Regenerate, Restore, and Transform) to offset any residual impacts and to proactively avoid or reduce future biodiversity-related impacts.

#### Biodiversity Performance 2025

- Announced the Biodiversity and No Deforestation Commitment along with establishing related targets.
- Developed Thaioil Group's biodiversity management and ecosystem services (Biodiversity Management Plan)
- Reviewed the biodiversity risk assessment, including the assessment of impacts and dependencies on nature-related services of Thaioil Group
- Enhanced quality of life and built sustainable community foundations through the 'From the Forests of Thaioil Group' project. This initiative focuses on the restoration and conservation of forest resources while integrating systematic wildfire prevention strategies.



Circular No. 122/2025

#### Thaioil and Subsidiaries’ Biodiversity Statement

Biodiversity, as defined by the International Union for Conservation of Nature (IUCN), refers to the presence of diverse living organisms from the various ecosystems of the planet, across terrestrial, marine, freshwater, and other ecosystems. The diversity of living organisms includes diversity within species, between species, and among ecosystems.

Ecosystem services refer to the benefits humans receive from biodiversity, including support for ecological processes and the provision of resources. Recognizing the importance and value of biodiversity, Thaioil and Subsidiaries are focusing on conducting the business with environmental and social responsibility, which is one of Thaioil and Subsidiaries’ core values. Thaioil and Subsidiaries understand that our business may cause both positive and negative impacts on the environment, including biodiversity and ecosystem services. Thaioil and Subsidiaries, therefore, place great emphasis on preventing, minimizing, and mitigating adverse environmental and ecological impacts to enhance sustainable biodiversity, particularly in forest areas, across our entire value chain.

Thaioil and Subsidiaries are therefore committed to systematically integrating the consideration of impacts on biodiversity—especially in sensitive habitats such as forest areas—into our business processes. This approach aims to proactively identify, avoid, and mitigate potential risks, thereby supporting sustainable development across environmental, economic, and social dimensions.

#### “Thaioil and Subsidiaries’ Biodiversity Statement”

### 3. Human Rights to Healthy Environment

## Biodiversity

### Thaioil Group activities to enhance biodiversity in 2025:

#### Thaioil Group Successfully Reforested 8,600 Rai, Enhancing Biodiversity



In 2025, the “Thaioil Sustainable Mangrove Reforestation Project 2025” in Trang Province, covering 300 rai in collaboration with the Department of Marine and Coastal Resources, was officially registered under the Thailand Voluntary Emission Reduction Program (T-VER). Additionally, the registration for 8,300 rai of terrestrial forest area was in progress, with completion expected within the first quarter of 2026.

#### Thaioil Group signed MOU for Feasibility Studies on Carbon Capture, Utilization, and Storage (CCUS) and Low-Carbon Hydrogen Technology Development in collaboration with PTT Group



On February 19, 2025, Mr. Jeerawat Pattanasomsit, Executive Vice President – Power, Innovation, and Digital Business, represented Thai Oil Public Company Limited in the signing ceremony of two Memorandums of Understanding (MOUs). These agreements focused on the feasibility study of Carbon Capture, Utilization, and Storage (CCUS) technology applications and the feasibility study of business development and low-carbon hydrogen technology applications, conducted alongside representatives from PTT Group companies at the Auditorium, 6th Floor, Energy Complex, Building C.

#### From Forests to Future: Thaioil Group Enhanced Quality of Life and Built Sustainable Communities through Reforestation and Wildfire Prevention



Building upon the 8,600-rai reforestation project that supported the Net Zero target, Thaioil Group also contributed to improving the quality of life for local communities by generating income through the employment of approximately 500 community members. This initiative created a value of over 43 million THB in the first year, with a projected total of over 170 million THB throughout the 10-year project duration.



## Human Rights Performance

- ✓ **Zero** human rights violation **complaint from employees**  
(2022 - 2030 Target : 0)
- ✓ **Zero** complaint on violations of **labor practices, discrimination, and harassment** across 100% of business activities  
(2022 - 2030 Target : 0)
- ✓ **Zero** human rights **violation complaint from suppliers**  
(2022 - 2030 Target : 0)
- ✓ **26 complaints from the communities** in 2025. According to the grievance mechanism procedure, the Company investigated and resolved the submitted complaints, established prevention measures, and notified the complainants of the results



## Supply Chain Performance

### Customer & Supplier Performance

- ✓ **98%** Thailoil Group **Customer engagement score.**  
(2025 Target : 93%)
- ✓ **98%** Thailoil Group **Supplier satisfaction score**  
(2025 Target : 90%)
- ✓ **99%** Thailoil Group **Supplier satisfaction towards transparency & fairness**  
(2025 Target : 90%)
- ✓ **100%** of newly registered suppliers and strategic or significant suppliers acknowledge **the Sustainable Code of Conduct for Suppliers of Thailoil and Subsidiaries (SCOC).**

### Employee & Contractor Performance

- ✓ **84%** **Employee satisfaction rate**  
(2025 Target : 84%)
- ✓ **Zero** case of **work-related fatalities of employees and contractors**  
(2025 Target : 0 case)

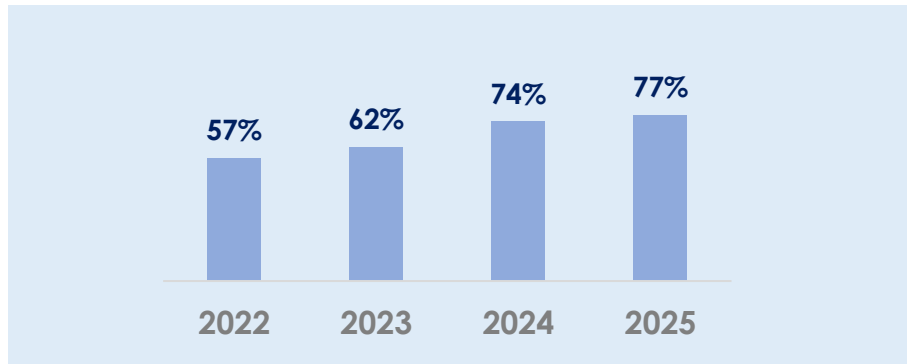
### Communities Performance

- ✓ **95.71%** **Community engagement score.**  
(2025 Target : 90%, Long-term target (2030) : 95%)

To monitor the response of Thaioil Group activities, employee engagement survey is launched annually, its results are used to complete an in-depth analysis to guide us which areas to focus in carrying out initiatives to continuously improve upon our human and organization management and promote employee satisfaction and engagement from the first day of employment to retirement.

The questions Thaioil Group uses to measure employee engagement as below:

**Thaioil Engagement Score 2022 - 2025**



Apart from engagement of employee, Thaioil Group monitors related dimensions of well-being at work, happiness, motivation and stress management as follow:

<u>Questions</u>	<u>Score 2025</u>
Overall, I am satisfied working with Thai Oil Group	84%
I align my work task to the organization's vision and mission	80%
My work related stress is manageable for me	68%
I truly enjoy my day-to-day work tasks	66%

# EMPLOYEE ENGAGEMENT SURVEY





# THANK YOU



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