



JUMP+ Plan



PTT PUBLIC COMPANY LIMITED

(PTT)

Year 2026 - 2028

This report was approved by the board of directors on 19/02/2026
and disseminated on 30/03/2026

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SET50 / SET50FF / SET100 / SET100FF / SETCLMV / SETHD / SETESG
 Resources / Energy & Utilities

CG Report :

 SET ESG Ratings: **AAA**

 Anti-Corruption Certification (CAC): **Yes**

Business Type

The Company's operated businesses consist of natural gas, gas transmission, international trading, new business and sustainability business; the rest are invested through subsidiaries and/or joint operations, joint ventures and associates, and PTT Group, namely exploration and production, liquefied natural gas, petrochemical and refining, oil and retail, power and utilities, and service businesses.

Financial Statement

Year	2025	2024	2023	2022
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Income Statement (MB)

Revenues	2,707,981.66	3,138,378.01	3,185,256.08	3,391,622.87
Expenses	2,527,305.85	2,912,513.84	2,915,382.69	3,078,457.51
Net Profit	90,166.37	90,072.03	112,023.88	91,174.86

Balance Sheet (MB)

Assets	3,269,659.98	3,438,784.28	3,460,461.90	3,415,632.29
Liabilities	1,617,176.37	1,781,907.19	1,835,486.49	1,881,939.53
Shareholders' Equity	1,127,422.10	1,149,652.17	1,121,197.88	1,052,590.88

Cash Flow (MB)

Operating	299,366.38	373,239.91	382,045.16	191,699.70
Investing	-164,156.41	-188,763.24	-161,244.76	-186,690.34
Financing	-188,364.83	-186,410.63	-142,159.22	50,668.47

Financial Ratio

EPS (Baht)	3.15	3.15	3.92	3.20
GP Margin (%)	10.25	10.84	12.00	13.68
NP Margin (%)	4.35	3.62	4.87	3.60
D/E Ratio (Times)	0.98	1.08	1.13	1.23
ROE (%)	7.92	7.93	10.31	8.85
ROA (%)	6.43	6.59	8.20	7.69

JUMP+ Plan

Business Plan

Target in 2028

Shareholder Distribution Ratio	> 57.00 %
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Strategic Plan	Growth	Profitability & Efficiency	Stability
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1. Strategic Plan : Business Plan	✓	✓	✓
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Governance Plan

1. Ensuring the independence of the board of directors
2. Enhancing anti-corruption and fraud prevention efforts
3. Enhancing business continuity management

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Section 1
Business Plan

Section 1 Business Plan

Target in 2028

Topic	YE/2023	YE/2024	YE/2025	Target in 2028
Shareholder Distribution Ratio (%)	51.00	67.00	73.00	> 57.00

The company sets a target Shareholder Distribution Ratio of more than 57% of consolidated net income for the years 2026–2028, calculated from total dividends and total share buyback divided by consolidated net income, to reflect its commitment to consistently delivering returns to shareholders. The company will consider appropriate forms of shareholder returns, which may include regular dividends, special dividends, and/or share buyback.

Growth plan/Increase business value

Strategic Plan : Business Plan

This plan will promote and develop the organization in the following dimensions

- Growth
- Profitability & Efficiency
- Stability

Targets

- **Other Targets**

Topic	Baseline	Targets		
	YE/2025	2026	2027	2028
Shareholder Distribution Ratio	73%	> 57%	> 57%	> 57%

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Hydrocarbon & Power Business: Exploration & Production - Maintain national energy security and drive international growth with competitive costs.	2026	• In accordance with the PTT Group Business Plan 2026-2030, as follows: (1) Increase production volume (2) Maintain competitive unit costs.
	2027	• In accordance with the PTT Group Business Plan 2026-2030, as outlined above
	2028	• In accordance with the PTT Group Business Plan 2026-2030, as outlined above
Hydrocarbon & Power Business: Gas - Maintain the strength of the country’s natural gas infrastructure system and promote investment in essential infrastructure to ensure energy security.	2026	• In accordance with the PTT Group Business Plan 2026-2030, as follows: (1) Maintain the reliability of natural gas separation plants and natural gas infrastructure. (2) Ensure that projects currently under construction are completed as planned. (3) Promote natural gas infrastructure projects to support the national gas demand.

Strategic Initiative	Year	Expected Outcomes
	2027	<ul style="list-style-type: none"> In accordance with the PTT Group Business Plan 2026-2030, as outlined above.
	2028	<ul style="list-style-type: none"> In accordance with the PTT Group Business Plan 2026-2030, as outlined above.
Hydrocarbon & Power Business: Liquefied Natural Gas - Expand the PTT Group's LNG value chain by increasing volume and scale, building a diversified portfolio, and enhancing contractual flexibility.	2026	<ul style="list-style-type: none"> In accordance with the PTT Group Business Plan 2026-2030, as follows: (1) LNG Portfolio 10 MTPA by 2030 (2) LNG Portfolio 15 MTPA by 2035
	2027	<ul style="list-style-type: none"> In accordance with the PTT Group Business Plan 2026-2030, as outlined above.
	2028	<ul style="list-style-type: none"> In accordance with the PTT Group Business Plan 2026-2030, as outlined above.
Hydrocarbon & Power Business: Power - (1) Develop projects to support the growing demand for electricity, including demand from data centers and in line with the government's Power Development Plan (PDP), as well as renewable energy projects in the form of Direct Power Purchase Agreement through the future TPA framework of the power transmission system. (2) Expand investments in renewable energy and related businesses, such as data centers in India.	2026	<ul style="list-style-type: none"> In accordance with the PTT Group Business Plan 2026-2030, as follows: (1) Complete feasibility studies for the projects. (2) Continuously increase AVAADA operating capacity (GW) and complete feasibility studies for the projects.
	2027	<ul style="list-style-type: none"> In accordance with the PTT Group Business Plan 2026-2030, as outlined above.
	2028	<ul style="list-style-type: none"> In accordance with the PTT Group Business Plan 2026-2030, as outlined above.
Hydrocarbon & Power Business: Petrochemicals & Refining - (1) Enhance efficiency in managing the P&R portfolio and strengthen downstream flagships by identifying capable strategic partners. (2) Seek strategic partners for the Downstream Infrastructure Flagship, including collaborations to create growth synergies together.	2026	<ul style="list-style-type: none"> In accordance with the PTT Group Business Plan 2026-2030, as follows: (1) Reduce the shareholding proportion in the petrochemical and refining business in accordance with the established plan. (2) Optimize asset management within the PTT Group to maximize value.
	2027	<ul style="list-style-type: none"> In accordance with the PTT Group Business Plan 2026-2030, as outlined above.
	2028	<ul style="list-style-type: none"> In accordance with the PTT Group Business Plan 2026-2030, as outlined above.
Hydrocarbon & Power Business: Trading - Strengthen business collaboration within the PTT Group through the P1 and D1 initiatives.	2026	<ul style="list-style-type: none"> In accordance with the PTT Group Business Plan 2026-2030, as follows: Increase synergy value within the PTT Group through integrated supply chain management.
	2027	<ul style="list-style-type: none"> In accordance with the PTT Group Business Plan 2026-2030, as outlined above.
	2028	<ul style="list-style-type: none"> In accordance with the PTT Group Business Plan 2026-2030, as outlined above.
Hydrocarbon & Power Business: Mobility & Lifestyle - (1) Mobility Business: Strengthen the mobility business by leveraging the existing ecosystem. (2) Lifestyle Business: Seek opportunities and capable strategic partners to drive growth in the Food & Beverage (F&B) business.	2026	<ul style="list-style-type: none"> In accordance with the PTT Group Business Plan 2026-2030, as follows: (1) Mobility Business: Maintain market share. (2) Lifestyle Business: Expand Lifestyle business branches both domestically and internationally while maintaining appropriate profit per branch.
	2027	<ul style="list-style-type: none"> In accordance with the PTT Group Business Plan 2026-2030, as outlined above.
	2028	<ul style="list-style-type: none"> In accordance with the PTT Group Business Plan 2026-2030, as outlined above.

Strategic Initiative	Year	Expected Outcomes
Non-Hydrocarbon Business: Electric Vehicle - Restructure the EV business in line with the corporate strategic direction.	2026	<ul style="list-style-type: none"> In accordance with the PTT Group Business Plan 2026-2030, as follows: Execute the restructuring in accordance with the established plan.
	2027	<ul style="list-style-type: none"> In accordance with the PTT Group Business Plan 2026-2030, as outlined above.
	2028	<ul style="list-style-type: none"> In accordance with the PTT Group Business Plan 2026-2030, as outlined above.
Non-Hydrocarbon Business: Life Science - (1) Seek business opportunities by expanding the portfolio in the Pharmaceutical and Nutrition businesses to support growth in line with the established targets. (2) Attract partners with expertise in the business to co-invest, alongside preparing for a potential listing on the Stock Exchange.	2026	<ul style="list-style-type: none"> In accordance with the PTT Group Business Plan 2026-2030, as follows: Achieve growth as a regional pharmaceutical company in ASEAN through financial self-sufficiency (self-funding).
	2027	<ul style="list-style-type: none"> In accordance with the PTT Group Business Plan 2026-2030, as outlined above.
	2028	<ul style="list-style-type: none"> In accordance with the PTT Group Business Plan 2026-2030, as outlined above.
Non-Hydrocarbon Business: New Ventures - Seek investment opportunities in Venture Capital (VC) and Venture Building (VB), with a focus on sustainability and AI to support growth and the Net Zero policy.	2026	<ul style="list-style-type: none"> In accordance with the PTT Group Business Plan 2026-2030, as follows: Create business opportunities and sustainability options for the PTT Group while developing new businesses through VC and VB in AI to support sustainable long-term growth.
	2027	<ul style="list-style-type: none"> In accordance with the PTT Group Business Plan 2026-2030, as outlined above.
	2028	<ul style="list-style-type: none"> In accordance with the PTT Group Business Plan 2026-2030, as outlined above.
Necessity & Opportunity & Sustainability: Decarbonization - (1) Evaluate potential Carbon Capture Storage/Hydrogen projects or technologies and consider appropriate investment decisions (2) Review the PTT Group Decarbonization Masterplan. (3) Advance projects that help reduce greenhouse gas emissions across the PTT Group through the C3 strategy, including climate-resilience business, carbon-conscious asset, and coalition, co-creation, and collective efforts for all.	2026	<ul style="list-style-type: none"> In accordance with the PTT Group Business Plan 2026-2030, as follows: (1) Consider appropriate investment decisions in potential CCS/Hydrogen projects or technologies. (2) Ensure that information related to greenhouse gas emissions and emission reductions is aligned with the current business plans of companies within the PTT Group, in order to achieve the target of reducing greenhouse gas emissions by 15% by 2035 compared with 2021 and to progress toward the Net Zero target by 2050. (3) Implement projects under each C3 strategy in accordance with the established plan.
	2027	<ul style="list-style-type: none"> In accordance with the PTT Group Business Plan 2026-2030, as outlined above.
	2028	<ul style="list-style-type: none"> In accordance with the PTT Group Business Plan 2026-2030, as outlined above.
Enablers for Transformation: Triple Transformation - (1) Operational Excellence: Strengthen internal capabilities, enhance operational efficiency, and elevate competitiveness. (2) Digital Transformation (AXIS): Enhance competitiveness through the effective application of digital technologies and AI, with a focus on creating sustainable business value in terms of cost reduction and operational efficiency improvements. (3) People & Organization Transformation (HR): Adopt AI and digital technologies as tools in operations, while developing employees' skills in alignment with the corporate strategy.	2026	<ul style="list-style-type: none"> In accordance with the PTT Group Business Plan 2026-2030, as follows: (1) Improve operating performance by THB 30 billion per year (recurring) by 2027. (2) Generate digital value uplift of at least THB 12 billion by 2029. (3) Increase the proportion of personnel with digital and AI skills to at least 50% of the total workforce by 2026.
	2027	<ul style="list-style-type: none"> In accordance with the PTT Group Business Plan 2026-2030, as outlined above.
	2028	<ul style="list-style-type: none"> In accordance with the PTT Group Business Plan 2026-2030, as outlined above.

Strategic Initiative	Year	Expected Outcomes
Enablers for Transformation: Asset Monetization - Manage assets through four main categories as follows: (1) Core Assets: Infrastructure & Utilities (A1-C) (2) Non-Core Assets: Land & Building (A1-NC) (3) Non-Hydrocarbon Assets: Electric Vehicle (EV) (A1-NH) (4) Others: Business Restructuring (A1-Others)	2026	• In accordance with the PTT Group Business Plan 2026-2030, as follows: Complete implementation in accordance with the plan, which is expected to generate additional cash flow for the PTT Group.
	2027	• In accordance with the PTT Group Business Plan 2026-2030, as outlined above.
	2028	• In accordance with the PTT Group Business Plan 2026-2030, as outlined above.
Foundation: Governance, Risk, and Compliance - Promote the revised PTT Group governance framework for management (WOC) across companies within the PTT Group, and build awareness and embed GRC practices as part of the organizational culture.	2026	• In accordance with the PTT Group Business Plan 2026-2030, as follows: (1) PTT and companies within the PTT Group fully implement the WOC framework in accordance with the revised guidelines and processes. (2) Reduce non-compliance incidents within companies in the PTT Group. (3) GRC Survey score at the Capable level.
	2027	• In accordance with the PTT Group Business Plan 2026-2030, as outlined above.
	2028	• In accordance with the PTT Group Business Plan 2026-2030, as outlined above.
Foundation: Financial Excellence - To strengthen the financial position of the PTT Group.	2026	• In accordance with the PTT Group Business Plan 2026-2030, as follows: (1) Achieve continuous growth in operating performance. (2) Maintain an investment-grade credit rating. (3) Preserve financial liquidity. (4) Sustain shareholder returns.
	2027	• In accordance with the PTT Group Business Plan 2026-2030, as outlined above.
	2028	• In accordance with the PTT Group Business Plan 2026-2030, as outlined above.
Foundation: Stakeholder Management - Proactively build relationships with stakeholders to ensure that the PTT Group gains recognition and support from stakeholders in conducting its business (license to operate).	2026	• In accordance with the PTT Group Business Plan 2026-2030, as follows: (1) Drive the PTT Group's business operations across various areas to achieve the established targets. (2) Maintain a Reputation Score, Relationship Score and Engagement Score more than or equal to 80.
	2027	• In accordance with the PTT Group Business Plan 2026-2030, as outlined above.
	2028	• In accordance with the PTT Group Business Plan 2026-2030, as outlined above.

Risk Management

Risk 1 : Risk of significant changes in the prices and volume of petroleum and petrochemical sales.

- **Risk Characteristic**

Domestic and international factors influencing the demand for petroleum and petrochemical products, such as economic conditions, geopolitical unrest, trade wars, natural disasters, and epidemics, directly impact prices and sales volumes.

Furthermore, fluctuations in the production volumes of natural gas, crude oil, condensate, petroleum, and petrochemical products affect feedstock and distribution prices. In addition, the high volatility of product spreads, both domestically and internationally, may impact PTT Group's operating results and return on investment in the future.

- **Risk Impact**

Operating performance and future investment returns of companies within the PTT Group.

- **Risk Management Measures**

- Implement price risk management tools to manage cost prices and/or selling prices to reduce or limit price risks that may affect PTT Group's performance due to market volatility. The risk management policy will be considered by Company's Risk Management Committee as appropriate.
- Formulate and approve various processes for policymaking and price risk management within PTT Group companies by the Enterprise Risk Management Committee, PTT Management Committee, and the Hedging Committee. Monitor PTT Group companies to ensure regular reporting of PTT Group's price risk management results to PTT Management Committee, the Enterprise Risk Management Committee, and PTT Board of Directors.
- Supervise the risk management process to ensure alignment with PTT Group policy, with PTT executives serving as representatives on the risk management committees of each company.
- Formulate business plans to support various scenarios (Scenario Planning) under situations of different oil price levels and various product prices, ensuring timely adaptation to potential changes and uncertainties in the future.
- Appoint the Price Strategy and Risk Management team under the Petrochemical and Refining Integrated Synergy Management (PRISM) project to analyze global oil price movements and manage hedging price risks in coordination with PTT Group.
- Establish a structure and process for supervising risk management and implementing checks and balances in accordance with international standards. This includes setting limits on Value at Risk (VaR) in trade transactions and preparing regular reports summarizing the risk status for presentation to executives and relevant agencies.
- Monitor the market situation to adjust strategies in response to market conditions, along with enhancing measures to control risks related to trading partners and preventing potential defaults caused by insufficient liquidity in their business operations.
- Apply technology to exchange market information, enabling faster and more comprehensive monitoring of market situations. This ensures effective control and oversight of PTT and PTT Group, preventing price risks from exceeding appropriate levels.

Risk 2 : Investment Risk

- **Risk Characteristic**

PTT seeks new investments through its own operations and those of PTT Group companies, which may involve risks of returns falling short of targets due to project delays and budget overruns.

- **Risk Impact**

Investment returns do not meet targets.

- **Risk Management Measures**

- Establish regulations for investment criteria and capital expenditure management for PTT and PTT Group companies, along with guidelines for overseeing investments in companies where PTT holds shares, to ensure proper decision-making, follow-up, and supervision of investments made by PTT and PTT Group companies.
- Implement a Strategic Investment Management (SIM) process through the Strategic Investment Management Committee (SIMC), comprising executives with diverse expertise, to screen and evaluate investments before submitting them to PTT Management Committee for approval, and then presenting them to PTT Board of Directors for final investment approval. Investments with high value or significant risk must be reviewed by the Enterprise Risk Management Committee, which provides recommendations to support PTT Board of Directors' investment decision-making.

- Follow up on investments approved by PTT Board of Directors by providing quarterly reports to the Investment Management Committee, PTT Management Committee, and PTT Board of Directors. This ensures that investments are effectively deployed for maximum benefit and efficiency.
- Regularly monitor and analyze PTT Group's investment portfolio to enhance operational performance and review investment plans. Furthermore, emphasize on critical path management to ensure project completion by mitigating risks and achieving scheduled timelines, budget adherence, required quality standards, and compliance with applicable laws and regulations.

Risk 3 : Business Competitiveness Risk

- **Risk Characteristic**

PTT has a strategy to implement a liquefied natural gas (LNG) business across the entire supply chain. However, economic situation, geopolitical conditions, and changes in consumer behavior trends have led to a highly uncertain demand for energy. Energy prices, especially for LNG on the international market, are erratic as this fuel becomes increasingly important for preserving energy security and driving the country's economy. As such, the government has a natural gas liberalization policy. Thailand is now liberalizing the natural gas industry in its second phase. Licenses have been granted by the government to eight natural gas suppliers and distributors in total.

- **Risk Impact**

Energy demand is highly uncertain, and energy prices, particularly LNG, in the global market are volatile.

- **Risk Management Measures**

- Manage the natural gas procurement portfolio to ensure sufficient supply to meet Thailand's demand, while maintaining flexibility to accommodate changing circumstances and appropriately respond to government policies.
- Forge alliances by collaborating with other natural gas suppliers and wholesalers, as well as industrial estates, to expand the LNG market domestically and internationally, while maintaining existing market share.
- Collaborate with PTT Group across the LNG value chain to pursue investment opportunities in LNG-related projects and market development, particularly in Asia, while enhancing relevant infrastructure to support increasing competition in LNG trading and procurement, in order to meet both domestic and international LNG demand.

Risk 4 : Climate Change Risks

- **Risk Characteristic**

Climate change is one of the critical issues that has a significant impact on economic, social, and environmental aspects, encompassing both physical risks and transition risks associated with the shift toward a low-carbon economy. In addition, Thailand announced at the 30th Conference of the Parties (COP) that its Net Zero greenhouse gas emission target, originally set for 2065, will be accelerated to 2050. The country is also advancing the enforcement of the Climate Change Act, supported by key mechanisms such as a carbon tax and an Emission Trading System (ETS). In alignment with the national agenda, PTT has set its own Net Zero target by 2050, with operational plans designed to support the country's goals. Furthermore, investors and financial institutions are emphasizing on the management of climate change-related risks and opportunities, which has become a decisive factor in investment considerations, particularly in the energy sector that continues to rely significantly on petroleum production.

- **Risk Impact**

Climate change affects investment decision-making, particularly in the energy sector that still relies on petroleum-based production.

• Risk Management Measures

- Assess the risks and opportunities arising from climate change under various climate scenarios, in line with the guidelines of the Task Force on Climate-related Financial Disclosures (TCFD). Prepare disclosures in accordance with IFRS S2 – Climate-related Disclosures, issued by the International Sustainability Standards Board (ISSB), which provides an international framework for sustainability reporting. In addition, it monitors and evaluates potential impacts on business operations during the transition to a low-carbon society, such as Carbon Tax, Emission Trading System (ETS), and government trends in clean energy policies. This is done to develop concrete climate management strategies and ensure transparent disclosure of information to stakeholders.
 - Establish the C3 Approach to enable the PTT Group to achieve Net Zero Emissions target, comprising: 1. Climate-Resilience Business: Investing in clean energy, low-carbon business, and restructuring the business by adjusting the portfolio to align with global and Thailand’s energy transition directions. 2. Carbon-Conscious Asset: Focusing on reducing greenhouse gas emissions from production processes and operational activities through various methods, including enhancing energy conservation and energy efficiency, utilizing clean and renewable energy, and adopting advanced technologies. 3. Coalition, Co-Creation, and Collective Efforts for All: Collaborating with stakeholders, as a national leader in developing infrastructure and technologies to reduce greenhouse gas emissions, such as CCS, hydrogen utilization, and forest plantation and maintenance in collaboration with various organizations to absorb carbon dioxide through nature-based solutions..
 - Establish PTT Group Net Zero Task Force (G-NET) to define a clear framework for enhancing climate change solutions, setting targets, and implementing actions through various support mechanisms to effectively achieve Net Zero Emissions. Promote the application of carbon pricing mechanisms within the organization by integrating them into investment consideration criteria, setting prices appropriate to the organization’s context to support greenhouse gas emission reduction projects and control the implementation of projects that emit greenhouse gases.
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Section 2

Governance Plan

Section 2 Governance Plan

Board Structure and Qualifications

Ensuring the independence of the board of directors

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The Chairman of the Board is an Independent Director	Complete	-	-	-
The Board of Directors comprises more than 50% Independent Directors	Complete	-	-	-

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
The PTT Board of Directors, under the leadership of the Chairman, should consist of no fewer than 5 and no more than 15 directors. Independent directors must account for at least half of the total number of directors, and the Chairman should be an independent director. This structure aims to enhance the effectiveness of board meetings, ensure independence in expressing opinions, and enable objective decision-making, and the PTT Board of Directors must review and confirm the independence qualifications in accordance with applicable laws, regulations, and PTT’s Independent Director Qualification on an annual basis.	2026	• In accordance with the independence of the board of directors' plan, as follows: (1) The Chairman of the Board is an independent director. (2) Independent directors account for more than 50% of the Board of Directors.
	2027	• In accordance with the independence of the board of directors' plan, as outlined above.
	2028	• In accordance with the independence of the board of directors' plan, as outlined above.

Risk Management

Risk 1 : The Chairman/Director lacks independence qualifications.

• **Risk Characteristic**

Current directors and newly appointed directors lack the qualifications required to serve as PTT directors in accordance with applicable laws, relevant regulations, and PTT’s Independent Director Qualification.

• **Risk Impact**

Impacts operations and stakeholder confidence.

• **Risk Management Measures**

- Require an annual review of PTT’s Independent Director Qualification to ensure completeness and alignment with applicable laws, regulations, and relevant good corporate governance principles.
- Require all independent directors, including the Chairman of the Board, to annually review their own independence qualifications to ensure that they continue to fully meet the relevant criteria and that the board composition maintains an appropriate proportion of independent directors in accordance with good corporate governance principles and relevant evaluation criteria.
- In the case of appointing new directors, require individuals appointed as independent directors to confirm and certify their independence qualifications.

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established an anti-corruption policy and practices.	Complete	-	-	-
<ul style="list-style-type: none"> An anti-corruption and anti-bribery policy has been developed to comprehensively cover the organization's business operations, formally approved by the Board of Directors, and supported by clear and practical implementation guidelines 	Complete	-	-	-
<ul style="list-style-type: none"> The company conducts regular monitoring and evaluation of compliance with its anti-corruption and anti-bribery policy and procedures. Audit results are reported by internal auditors to the Board of Directors at least annually. In the event of any violations, corrective actions and preventive measures are clearly defined to prevent recurrence 	Complete	-	-	-
<ul style="list-style-type: none"> The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors 	Complete	-	-	-
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	Certified	-	-	-
Requiring Critical Tier 1 suppliers to acknowledge and adhere to PTT's Supplier Sustainable Code of Conduct.	-	100% of registered Critical Tier 1 suppliers sign the acknowledgement annually.	100% of registered Critical Tier 1 suppliers sign the acknowledgement annually.	100% of registered Critical Tier 1 suppliers sign the acknowledgement annually.

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
The Anti-Corruption Enhancement Plan has been developed to support the government's strategy to drive concrete anti-corruption initiatives and to align with PTT's policy of strengthening confidence in conducting business with transparency and in accordance with good governance principles, thereby supporting the organization's stable and sustainable long-term growth, and foster a culture of governance, risk management, internal control, and compliance with laws and organizational regulations (GRC), including the renewal of CAC (Thai Private Sector Collective Action	2026	<ul style="list-style-type: none"> In accordance with the anti-corruption and fraud prevention efforts' plan, as follows: (1) Establish anti-corruption policies and practices. (2) Obtain CAC certification from the Thai Institute of Directors Association. (3) 100% of registered Critical Tier 1 suppliers sign the acknowledgement annually.
	2027	<ul style="list-style-type: none"> In accordance with the anti-corruption and fraud prevention efforts' plan, as outlined above.
	2028	<ul style="list-style-type: none"> In accordance with the anti-corruption and fraud prevention efforts' plan, as outlined above.

Strategic Initiative	Year	Expected Outcomes
Against Corruption) membership and requiring Critical Tier 1 suppliers to acknowledge and adhere to PTT’s Supplier Sustainable Code of Conduct.		

Risk Management

Risk 1 : Executives and employees lack awareness of ethics and anti-corruption practices.

• **Risk Characteristic**

Executives and employees lack awareness of the importance of complying with laws, regulations, requirements, and ethical standards, including adherence to good practices under the organization’s anti-corruption policy. This may lead to behaviors or decisions that are inconsistent with the organization’s policies, code of conduct, and good governance principles, and may result in violations of applicable laws, rules, regulations, or relevant practices, both directly and indirectly.

• **Risk Impact**

Impacts operations and stakeholder confidence.

• **Risk Management Measures**

- Clearly and continuously communicate and reinforce the Anti-Corruption Policy and the No Gift Policy across the organization.
- Promote knowledge, understanding, and awareness through training, internal communications, and regular ethics and governance campaigns.
- Encourage executives and supervisors to act as role models in performing their duties with integrity and ethical conduct.
- Establish an effective, transparent whistleblowing and complaint mechanism with appropriate protection for whistleblowers.
- Require all business units to conduct an annual Fraud & Corruption Risk Assessment, covering key processes such as procurement, contract management, payment approvals, supplier selection, sales of products and services, and investments.
- Require each unit to develop and review control measures based on risk assessment results, with clearly defined Risk Owners, Control Owners, control frequency, and Control Evidence.
- Establish regular monitoring and reporting of fraud risk management status through line management and relevant committees to ensure that control measures are effectively implemented.
- Strengthen the internal audit system, including requiring the internal audit function to review key internal controls in high-risk processes, as well as promoting awareness among executives and employees.
- Implement measures to assess the adequacy of internal control systems and conduct control testing for Key Controls in processes with high fraud risk, through mechanisms such as GRC Assessment.

Risk 2 : Risk arising from third parties/business partners and conflicts of interest leading to bribery.

• **Risk Characteristic**

The organization may face corruption risks arising from transactions with external parties, such as business partners, contractors, consultants, agents, brokers, or service providers. These parties may engage in practices such as bribery, providing improper benefits, using concealed expenses (e.g., facilitation fees or administrative charges), or having conflicts of interest with the organization’s employees. Such actions may lead to unfair or non-transparent decision-making and may violate the organization’s anti-corruption policy.

• **Risk Impact**

Impacts operations and stakeholder confidence.

• **Risk Management Measures**

- Establish a Third Party Screening process to ensure transparency in engagements with external parties, covering procurement, investment, employee recruitment, and product sales processes.
- Require due diligence on business partners prior to entering into a business relationship, considering corruption risks, background records, legal cases, and negative news.
- Provide training and communication to business partners regarding the Anti-Corruption Policy, No Gift Policy, third-party screening procedures, transparency oversight processes, and other expected practices.
- Continuously monitor and review third-party risks.

Governance of Risk and Management Compliance

Enhancing business continuity management

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has developed, reviewed, and conducted drills for its Business Continuity Plan (BCP) and crisis response protocols.	Complete	-	-	-
• Prepare and conduct the annual review of the business continuity management plan.	Complete	-	-	-
• Organize Crisis Management Drills	Complete	-	-	-
Achieve ISO 22301: Business continuity management systems certification	-	Monitored annually	Monitored annually	Reassessed for recertification every three years.
Conduct additional BCM drills in the area of cybersecurity.	-	In progress	In progress	In progress

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
The Business Continuity Management strategic plan focuses on ensuring business continuity in the event of crises or incidents that may impact the organization’s operations, enabling the business to continue operating effectively while minimizing potential impacts across various areas, and implement and continuously improve the BCM exercising program, including monitoring of exercise outcomes and follow-up actions to strengthen organizational readiness.	2026	• In accordance with the business continuity management plan, as follows: (1) Develop and review the Business Continuity Plan and conduct crisis response drills. (2) Conduct additional BCM drills focusing on cybersecurity. (3) Obtain ISO 22301 certification for the organization’s Business Continuity Management System (BCMS).
	2027	• In accordance with the business continuity management plan, as outlined above.
	2028	• In accordance with the business continuity management plan, as outlined above.

Risk Management

Risk 1 : Risk related to the lack of readiness of personnel, resources, and systems required for plan exercises.

- **Risk Characteristic**

Critical functions or key personnel may be unable to participate in the scheduled exercise due to urgent assignments, workload constraints, or misalignment in understanding their roles and responsibilities in the exercise.

- **Risk Impact**

Impacts operations and stakeholder confidence.

- **Risk Management Measures**

- Coordinate and schedule the exercise in advance, with approval from management.
- Distribute the Scenario Brief and Roles & Responsibilities to each team in advance.
- Conduct a Pre-Exercise Meeting to clarify the exercise procedures.
- Request backup representatives in case designated participants are unable to attend.

Risk 2 : Incomplete compliance with the requirements of ISO 22301.

- **Risk Characteristic**

The preparation of BCM, BIA, RA documentation and related evidence may be inaccurate, incomplete, or not fully aligned with ISO 22301 requirements due to insufficient understanding of the standard, limited resources, or delays in coordination.

- **Risk Impact**

Impacts operations and stakeholder confidence.

- **Risk Management Measures**

- Provide training on ISO 22301 requirements to relevant personnel.
 - Develop standardized templates and completeness checklists for each document.
 - Conduct meetings to monitor progress.
 - Perform Internal Audits prior to the External Audit assessment.
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