

English Transcript for Analyst Meeting 2Q25

Bangchak Corporation Public Company Limited

August 18, 2025

Opening:

Welcome, everyone, please welcome to 2Q25 Analyst Meeting. Today we are honored to have three executives joining us who will walk you through the presentation, namely:

- Ms. Phatpuree Chinkulkitnivat, Chief Financial Officer and Senior Executive Vice President, Accounting and Finance
- Mr. Bundit Hansapaiboon, Chief Operation Officer and Senior Executive Vice President, Refinery and Oil Trading Business Group, and
- Ms. Jirapun Paowarut, Acting Executive Vice President, Corporate Strategy and Investment Governance

Next, may I invite the executives to begin the presentation and share their updates.

Khun Phatphuree Greeting:

Good morning analysts and investors. nice to meet you again. Please allow me to update our 2Q25 performance to you.

Slide 3: 00.00.56

I will start with the overview i.e. highlights, achievements, performance, and will later drill down into details of each business.

In 1H25, our achievements and awards comprise three areas. First is from S&P Global that we have been included in Sustainability Yearbook 2025 and continue to stand in the Top 1% in the global Oil & Gas Refining & Marketing industry group with No. 1 rank in Governance and Environment.

Next, we have been upgraded from No. 24 to No. 17 for growth potential assessment by Fortune Southeast Asia 500.

The last achievement is the re-entering of SET50 in the second half of the year. We hope that our future shareholder returns and market capitalization will allow us to remain in the SET50 sustainably.

Slide 4: 00.02.28

This slide shows our four remarkable progresses in 1H25 that we would like to focus on.

Starting with the Restructuring Plan, our progress is on track, particular the restructuring of BSRC shareholding structure. We expect the delisting process to be complete by the end of this year.

We also issued bonds to refinance existing bank loans, especially those used for the Esso (Thailand) acquisition. Bond size is THB8 billion. Average interest rate is better than expected at 2.4%, while average tenor is 6.5 years. This new bond issuance provides us quite savings on funding costs.

An upgrade of Sriracha refinery's facilities is still on track. The VLCC and the Catalyst on the Fly project have been executed.

We also launched B24 product, a sustainable marine fuel, marking us the first seller of B24 in Thailand. Feedback from the market is relatively positive.

Marketing competition in 1H25 was intense, but we could maintain market share at 29%. For premium products, our market share grew from 12.7% to nearly 15%, thanks to stronger-than-expected customer response.

For E&P business, OKEA revised production plan up to 30–32 KBOEPD, reflecting an improving drilling potential and a successful increase in OKEA's production profile.

We have recently announced a collaboration with Chevron on Block G2 in the Gulf of Thailand. This partnership marks as BCP's first investment in an important exploration block. Details will be discussed shortly.

Slide 5: 00.02.28

Next is progress on BSRC restructuring. BCP intends to move BSRC's minority shareholders to become BCP shareholders, and delist BSRC from the SET. We are currently filing with the SEC. We expect the filing to be complete in early September, then proceed into the tender offer period in October to November. The delisting is expected to be in mid-December. All activities remain within our planned timeline.

Slide 6: 00.06.35

Next is our group performance in 1H25.

Slide 7: 00.06.41

1H25, accounting EBITDA stood at THB16 billion. Core profit was around THB 3.0 billion. Net profit; however, was slightly negative at around THB445 million. This was due to few significant uncertainties such as economic slowdown and uncertainty regarding reciprocal tariffs, causing oil price to drop to approximately USD10/BBL in 2Q25. A drop in oil price directly affected BCP performance in two aspects. First was an inventory loss of around THB400 million. Second was a drop in OKEA's EBITDA of around 20%. In summary, an uncontrollable factor of oil price drop, caused BCP performance to slightly decline in 2Q25.

Slide 8: 00.08.05

Next will be details of each business. Starting with Refinery business, the main impact was from a drop in oil price that resulted in inventory loss. Despite a slight decline from last year, 1H25 operating GRM remained at around USD4/BBL, causing core profit slightly softened. Positive factor was from short-term planned slowdown at Sriracha refinery, whereas last year full maintenance shutdown occurred at Phra Khanong refinery, resulting in an improving overall utilization rate.

For Marketing business, despite fierce competition, we held our marketing margin relatively well, along with volumes and market share. The decline in EBITDA mainly came from oil price drop that resulted in inventory loss.

For Clean Power business, big impact came from two factors. First was capital recycling that we sold our solar power plants in Japan last year. This resulted in an absence of EBITDA from these assets. Second was an expiration of Thai solar adders in 2024, causing us to recognized zero adders in 1H25. On the positive

side, as rains came early this year, our hydro power plants in Laos generated well with strong capacity factor, keeping EBITDA close to THB2 billion.

For Bio-Based business, B100 and ethanol, key factor was the government's policy change from B7 to B5 blending, causing lower bio-diesel consumption. Spreads of both products were also pressured due to feedstock oversupply.

For Natural Resources business, a 16% YoY drop in oil price caused a remarkably soften EBITDA.

Slide 9: 00.11.13

Even though BCP's EBITDA was highly pressured by external factors, our credit rating remained unchanged at A+ with Stable outlook. Net Debt/Equity was approximately 1.2x, stronger than our 2.0x bond covenant, allowing us to have room for investment and new borrowings. This was proven by our new issuance of THB8 billion bond, with 4x subscribed. The average tenor of our five tranches of bond is 6.5 years with interest rate of around 2.45%, causing approximately 1% saving from relatively low funding cost. This saving can directly be booked in our P&L.

Next, I will hand the presentation over to Khun Bundit.

Slide 10: 00.12.28

This slide shows what we have been doing since CIC last year regarding synergy, both existing and new initiatives. The synergy realization was reported at remarkably impressive level, resulted from collaboration across the BCP Group. The four synergy focus areas remain the same as before, while new projects are also being explored.

For Refinery Operations, we continue our joint feedstock management, where we co-purchase crude, resulting in lower crude and freight cost.

We also addressed customer needs by increasing production and sales of IMO fuel oil from Siracha refinery, causing an improvement in utilization, product yield, and market share. During Sriracha's slowdown for catalyst change, we sought new synergy by exchanging component streams by sending streams to upgrade value at Phra Khanong refinery. This activity had helped mitigating an impact of overall efficiency value when one refinery was slowdown or shut down.

For crude co-loading, joint crude procurement allows opportunities to co-load on a larger vessel, or even allows different crude grades to be shipped together in various formats.

For logistics, we have tried to complete network re-zoning in each location i.e. in the North, Northeast, East, and the South. For Central area, we completed the tasks, and have been expanding coverage nationwide. We continue to improve Marketing network where we have gained market share on premium products. We are also expanding sales of marine fuel oil, asphalts, and jet fuel.

For corporate cost saving synergy programs, shared service of accounting, finance, HR, and IT is underway. New activities also continue to implemented. Synergy highlights are components exchange, and the fully utilizing MBM system, where both refineries can source crude via larger vessels (VLCC). This will directly benefit Phra Khanong refinery. Details will be addressed shortly.

Slide 11: 00.18.36

This slide demonstrates performance of the Refining & Trading business. Despite an improving operating GRM YoY and QoQ, performance was mainly affected by inventory loss from a drop in oil price globally, resulted in negative EBITDA.

Overall crude run remained at full capacity, only a planned slowdown of Sriracha refinery for gas-oil catalyst change, which will enhance competitiveness in the long run.

The line-graph in the middle demonstrates an improving operating GRM as previously mentioned.

BCP reported hedging loss in 2Q25; however, it was reported as an accounting loss. This was due to a sizable fair value booked in 1Q25. Realized hedging value in 2Q25, on the contrary, was positive.

Slide 12: 00.22.15

This slide shows upcoming events for the Refinery business. On the left side is crude receiving facility or MBM at Sriracha refinery. Construction is complete and ready for VLCCs. We have submitted documents for an approval to the Marine Department. Once approved, both refineries can use this facility, resulted in overall lower logistic cost.

On the right side is Inventory Management. After the completion of Sriracha refinery slowdown in May that we had to build up inventory to accommodate customers demand, we currently manage inventory at only sufficient level of around 10million BBL for operations. We also closely manage product stocks to be sufficient for our customers at 2,200 stations nationwide. In summary, we view crude oil and product stocks

management as a challenging task for refinery business. Good management will help avoiding the impact of volatile oil price as well as bringing back working capital to the group.

Slide 13: 00.26.28

Hello everyone, for Marketing business, as our executives mentioned earlier that inventory loss in this quarter had caused Marketing EBITDA to drop 36% QoQ. Sales volume also dropped 3% QoQ, mainly from industrial segment, driven by jet fuel. This was due to low traveling season and geopolitical factors. However, retail sales volumes remained flat, roughly down only 0.3% QoQ.

For product sales volume, jet fuel dropped from 405ML in 1Q25 to 312ML in this quarter while other products sales volume remained flat QoQ.

Gross marketing margin slightly increased QoQ to THB0.87/ liter, supported by efficient distribution channels management. Net marketing margin, on the contrary, dropped THB0.1/ liter QoQ due to inventory loss.

Slide 14: 00.28.39

For Retail business, we continue to open new service stations to maintain growth and market share, with target of 100 stations within this year. Currently, we have 2,171 service stations nationwide, and aim to reach more than 2,200 stations at year end.

Retail market share was 29% as of 1H25, up 2% from last year. This was due to a rise in diesel market share of approximately 30%. An increase in diesel and gasohol market share was from higher sales through new stations and existing customers. This was resulted from a loyalty program or Green Miles that we recently introduced membership tier via Bangchak mobile application, comprising Gold, Pro, and Premium tier. The difference of each tier depends on fueling behavior and frequency, of which we tailor offers and marketing campaigns to each tier to match customer needs. We expect this campaign to increase customer satisfaction and repeating purchase.

For Premium product, market share jumped from 12.7% in 1H24 to nearly 15% in 1H25. Key drivers were from a rise in sales points of premium product through service stations of around 1,400 stations, over 50% of total service stations nationwide, and higher sales per station. This was resulted from our high-quality products as well as strong marketing campaigns that matched customer needs. Our current marketing campaigns of free collectable 4-color items of mineral water of every THB1,200 spending and a THB3/liter discount every Monday have got remarkably positive feedback from customers.

Slide 15: 00.31.48

For Industrial business, marine fuel oil and asphalt sales surged. Marine fuel oil growth came from higher sales to existing customers as marine transportation increased. Asphalt sales rose due to an increase in government infrastructure investment. As mentioned earlier, we recently introduced Bio-Marine Fuel (B24) to the market in February.

For Lubricants, we have launched six SKUs of HERCuRO, a high-quality fully synthetic engine oil, for pickups and heavy-use vehicles. Previously we focused on semi-synthetic, FURiO, for passenger vehicles.

For Inthanin, growth mainly came from an opening of Inthanin at BSRC service stations. By year-end we aim to reach 1,300 branches across Thailand.

We continue to introduce new campaigns to the market. Currently, we have “ลดฮวบ ไม่กลัวฝน” or “Sure Discount, No Fear of Rain” campaign, where Green Miles members can use their receipt of not less than THB900 as a voucher to get 50% discount for four items of Inthanin purchase. We would like to invite analysts to try our drinks at Inthanin, especially the Matcha one.

Slide 16: 00.34.23

For Clean Power business, 2Q25 EBITDA was reported close to THB1 billion, improving QoQ. Key driver was from higher sales of hydro power plants in Laos due to early rainy season; but slightly offset by a drop in Thai solar power plants due to unfavorable rain.

Other headwinds for Clean Power business were a drop in spark spread of the US power plants during Spring season coupled with a drop in wind farm performance in the Philippines due to seasonal effect.

In this quarter, BCPG recorded negative extra items of around THB389 million at BCP level. This was mainly due to a THB324 million impairment for a planned divestment of the wind farm in the Philippines and a one-time impairment of EDL account receivables of around THB53 million.

Slide 17: 00.37.07

Clean Power business has footprints in seven countries. Major development is the Monsoon wind farm in Laos that sells electricity to Vietnam, which has started partial COD at 50%. Major upcoming developing capacities of around 469MW will mainly be from Taiwan.

Slide 18: 00.37.49

This slide shows achievement highlights in 1H25 and will accelerate in 2H25. Starting with the Monsoon wind farm in Laos that sells electricity cross-border to Vietnam, has started 50% partial COD in July, and targets to fully COD in 2H25. BCPG has recently signed SPA for 99 MW wind farm in Vietnam. Condition precedent is underway. BCPG expects to recognize revenue from this project in 2H25.

BCPG announced the acquisition of a 17 MW private-PPA solar rooftop project for THB211 million from Scan Advanced Power and expects to transfer ownership and recognize revenue within this year.

BCPG signed an MOU with National Telecom PCL. to invest in a data center for the government and private sector. Currently the transaction is at MOU stage. We will update once JV progress is set.

Slide 19: 00.39.53

Bio-Based Product business, EBITDA was THB85 million, relatively low compared to other quarters due to a drop in spread and sales volume, resulted from lower use of bio-diesel from the government policy change from B7 to B5.

For ethanol, sales are seasonally lower in 2Q. Spreads were also pressured, both for ethanol and biodiesel, as selling prices were lower than usual due to high agricultural outputs i.e. CPO and molasses.

Slide 20: 00.41.20

Natural Resources business, 1H25 EBITDA remarkably decreased to THB3.6 billion, mainly from lower product prices and sales volume. In 1H25, oil and gas prices dropped 13% and 15% respectively. 1H25 sales volume was also pressured as there was some overlift in 1Q25, causing sales volume to record relatively high at 39 KBOEPD while in 2Q25 sales volume declined to only 33 KBOEPD.

In addition, OKEA's extra items also pressured BCP bottom line. OKEA conducts impairment quarterly by using forward prices for oil, gas, and FX, while actual prices of these three items in 1H25 were lower. This resulted in an impairment of approximately THB500 million at BCP level.

Slide 21: 00.43.23

We have revised up OKEA production volumes in this year and next year. New guidance for 2025 production will be up from 28-32 KBOEPD to 30-32 KBOEPD, while 2026 will be up from low range of 26-30 KBOEPD to 31-35 KBOEPD. Production upgrade is driven by successful development campaigns. Starting with Draugen,

Garn West South well is planned to start drilling in 2H25 while production is expected to be 2H26. Brage, several wells e.g. Sognefjord East and Talisker have started production this year, while incremental production is expected to be in 2026. These factors have ensured OKEA production upgrade in 2025 and 2026.

For Bestla, a relatively large project with estimate oil reserve of approximately 10 million BBL, development is on track. This project will significantly increase OKEA's overall production starting in early 2027.

Slide 22: 00.45.51

Next is another update of our partnership with Chevron. Chevron holds the production sharing contract for Block G2/2565, which was awarded in 2023. Recently, we have partnered with Chevron at 30% BCPR and 70% Chevron for this contract. This is the first steppingstone for BCP group to partner with expertise who owns world-class technology in the Gulf of Thailand as well as to bring back know-how we have learned from OKEA in Norway to Thailand.

Block G2 locates in the south of Pattani, aligned with the Morakot and Pailin fields. We believe with the remaining life of 6-year concession starting in 2023, Block G2 can become our new development milestones. We will keep you updated with progress accordingly.

Slide 23: 00.47.38

This will be the last slide of our 2H25 outlook.

Slide 24: 00.47.45

Starting with Refinery business, since we had some slowdown at Sriracha refinery in 1H25, we believe in 2H25 crude run will be back to normal with run rate up by 10–12%. Fire accident was not significant as it only impacted the production for only 10 days.

Highlight for this business is GRM. Despite a QoQ drop in Singapore GRM, BCP has high proportion of middle distillates, gas oil plus jet fuel nearly 60%, so improvement in crack spread in 2H25 should allow our group GRM to outperform Singapore GRM.

Marketing business competition remains intense; however, we are entering the traveling season, so sales volume is expected to increase. We also believe there will be no significant inventory loss in 2H25, allowing marketing margin to be improved.

Key factor for Clean Power business is the US power plants. It is certain that we have already received capacity payment in advance. Thus, improvement of capacity payment shall be seen in 2H25. We shall see a jump in capacity auctions prices in 2025-2026, and 2026-2027, which will be contributed to BCPG's share of profit and BCP's bottom line.

For Bio-Based products, pressure from spread shall remain, but ethanol sales volume should improve due to our sales slowdown in 2Q25. We expect to see an increase in sales volume in 3Q-4Q25.

For Natural Resource business, oil price should be steady, while gas price shall increase due to higher demand in 4Q. We believe gas price will be a positive factor for this business.

This is the overall picture of the five core businesses of BCP Group.