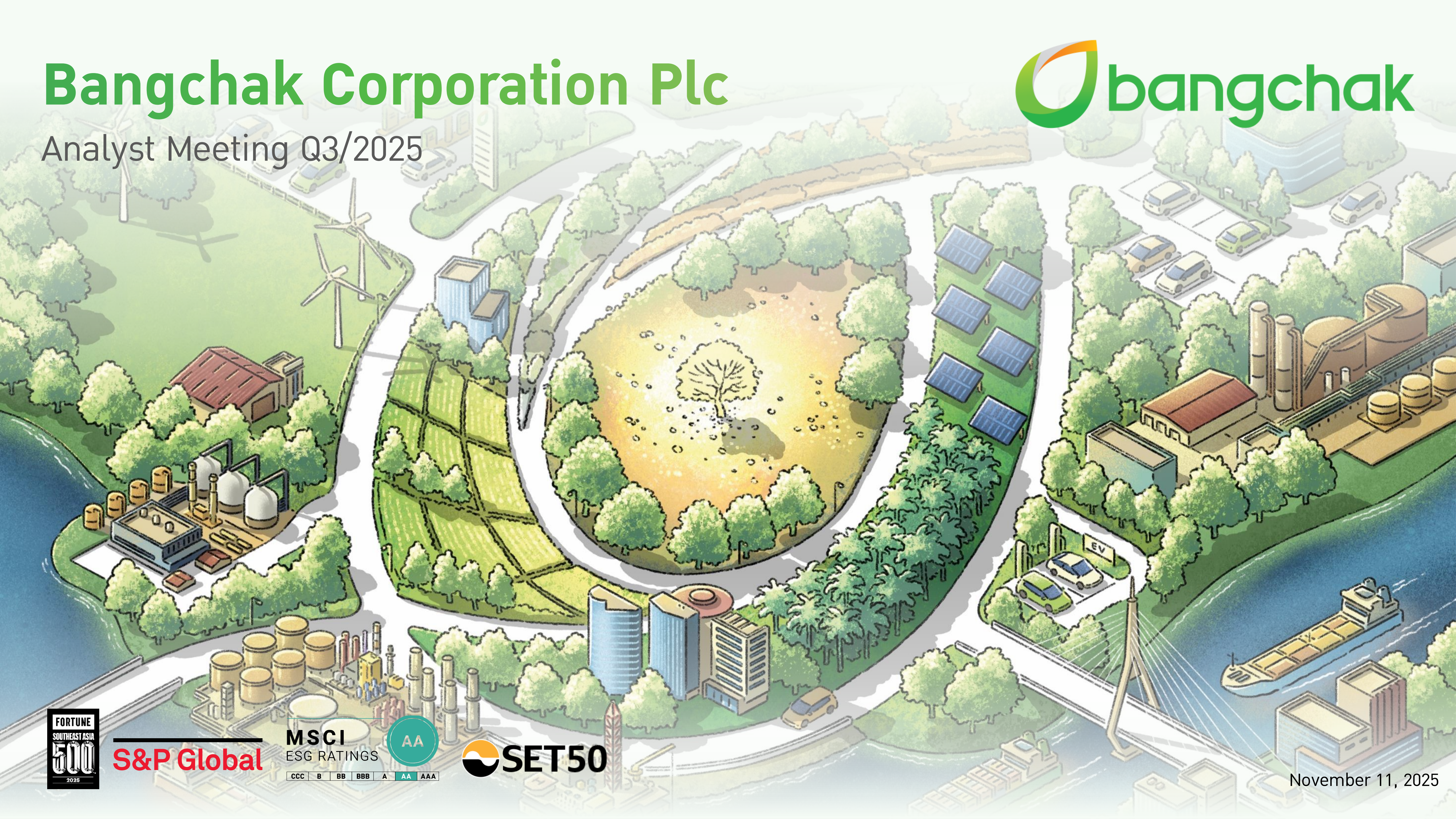
Bangchak Corporation Plc

Analyst Meeting Q3/2025



FORTUNE SOUTHEAST ASIA 500 2025

S&P Global

MSCI ESG RATINGS AA

CCC | B | BB | BBB | A | AA | AAA

SET50

November 11, 2025

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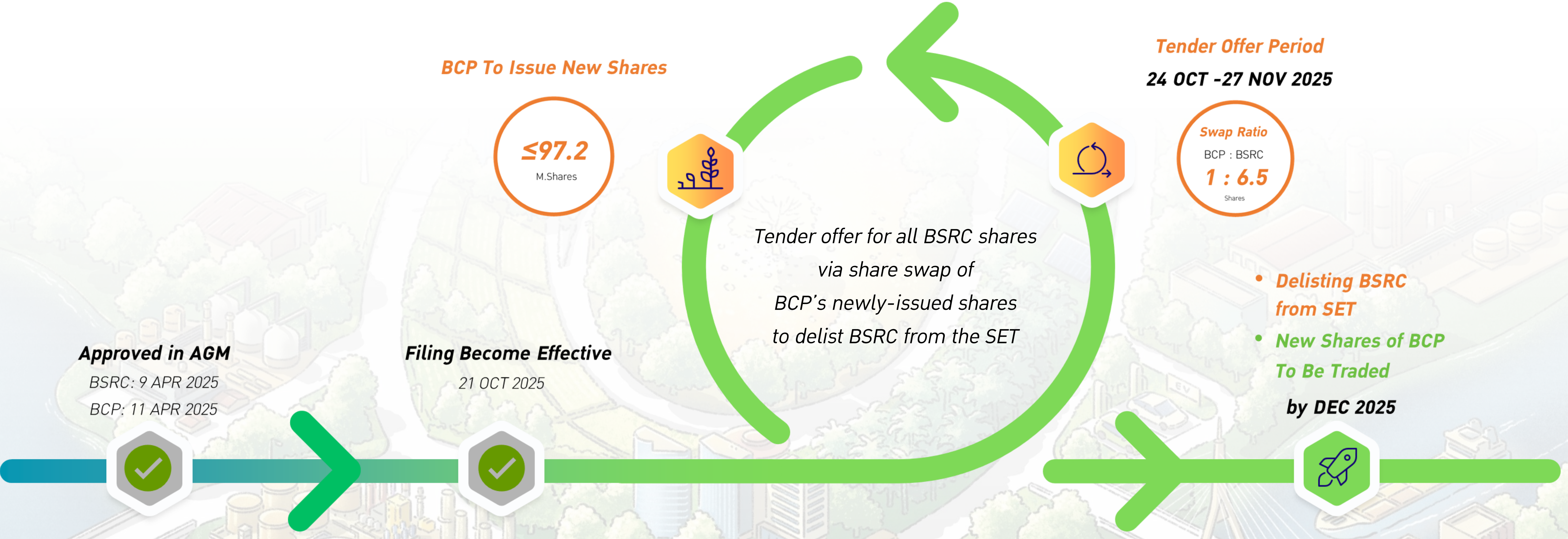
Restructuring Progress Update:

Entering into the Final Phase



Confirmed Credit Rating

A+

Bangchak Group's Financial Stability strengthened

Confirmed credit ratings by TRIS RATING with **"Stable" outlook**

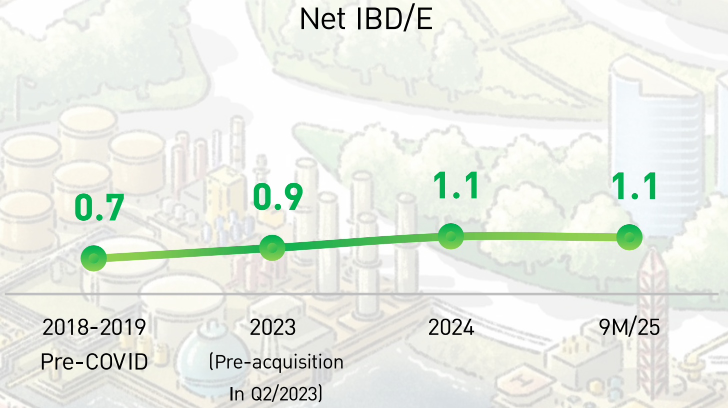
Resilience

Data as of 30 Sep 2025

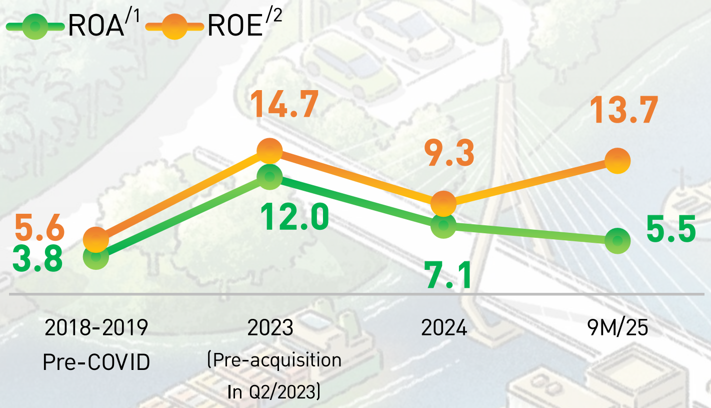
Cash[1]	Asset	Debt[2]	EBITDA LTM[3]
27,248 MB	307,306 MB	121,951 MB	33,766 MB

Remark: [1]Including short-term investment [2]L/T loans and debentures (included current portion of L/T loans and debentures) [3]Last 12 Months

Ratios (Times)



Return (%)

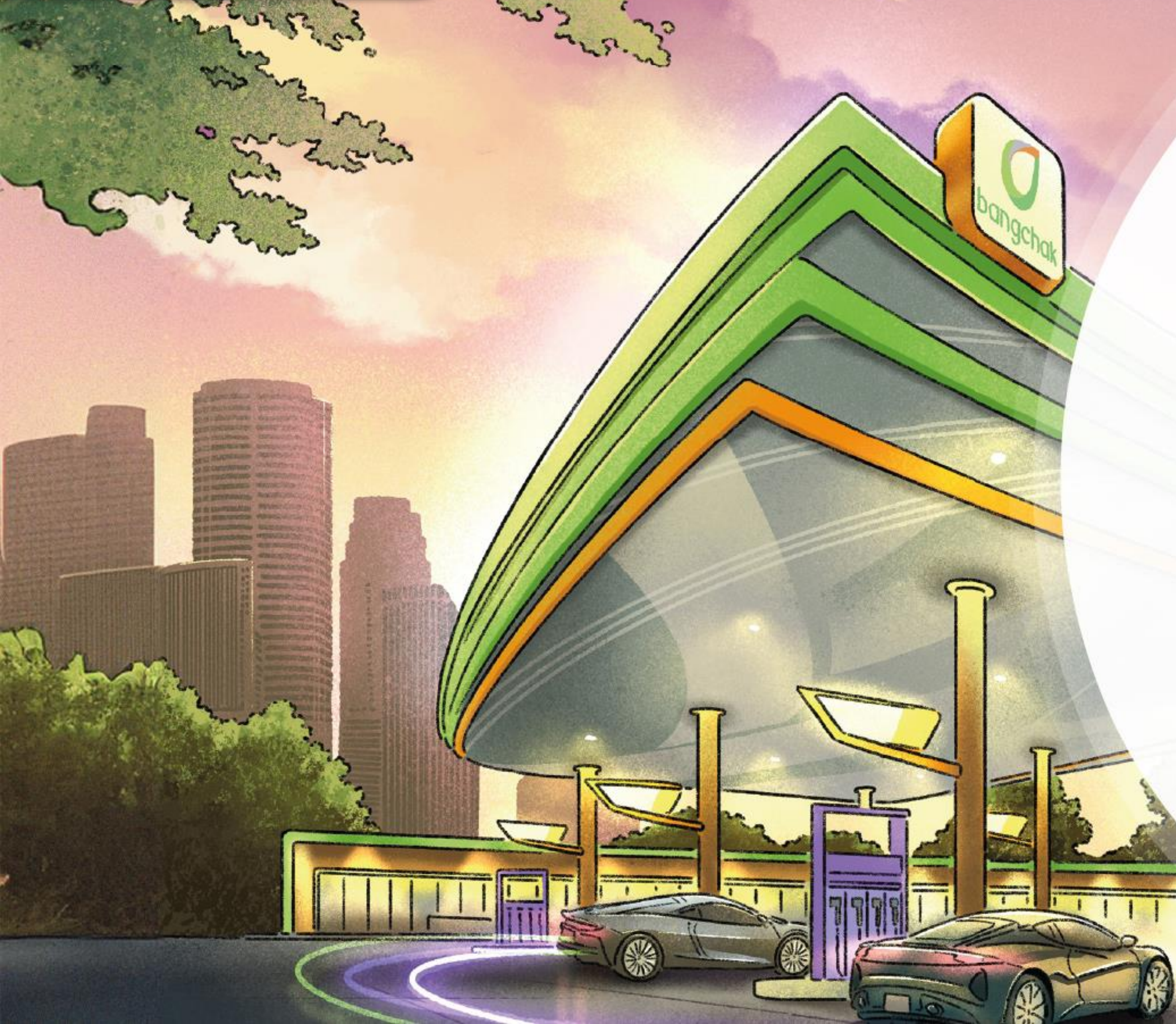


1/ Calculated from EBIT (Excl. Impairment)
2/ Calculated from Core PAT (Excl. stock gain/loss, impairment and other one-time items)

Agenda

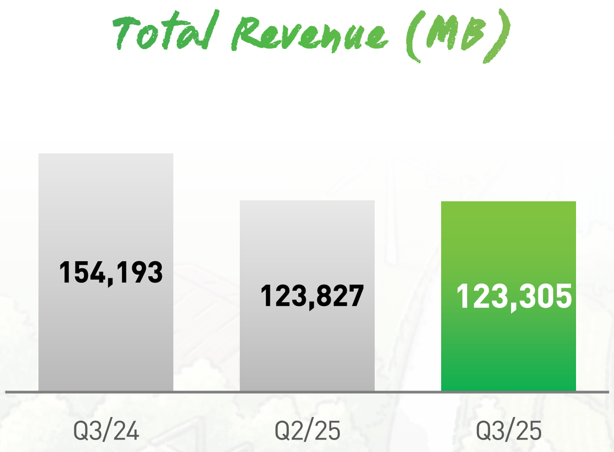
01 **Bangchak Group Performance**

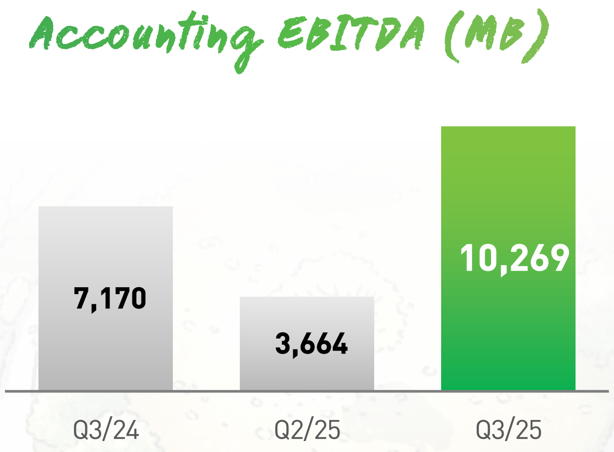
02 Q4/2025 Outlook

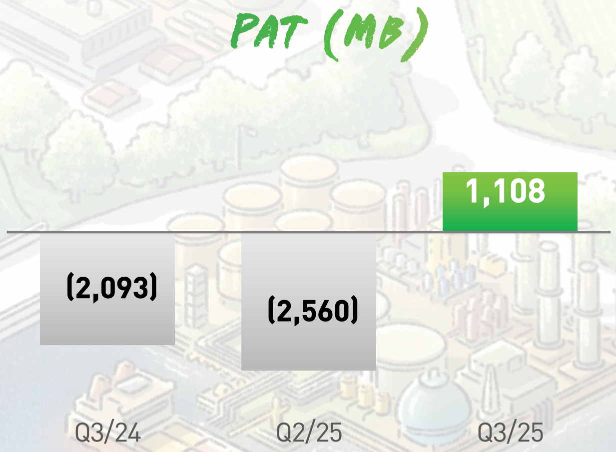


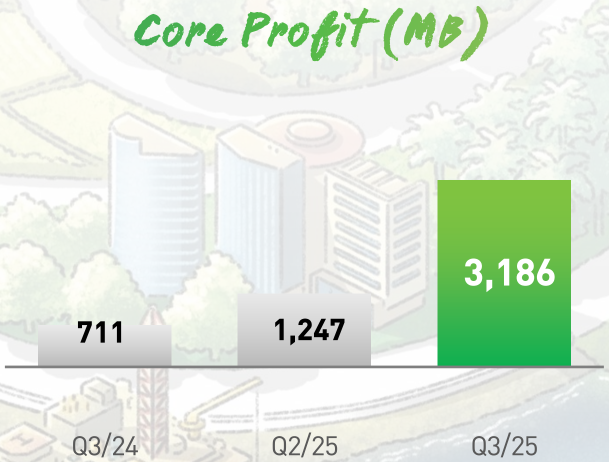
Revenue, EBITDA and Net Profit in Q3/2025

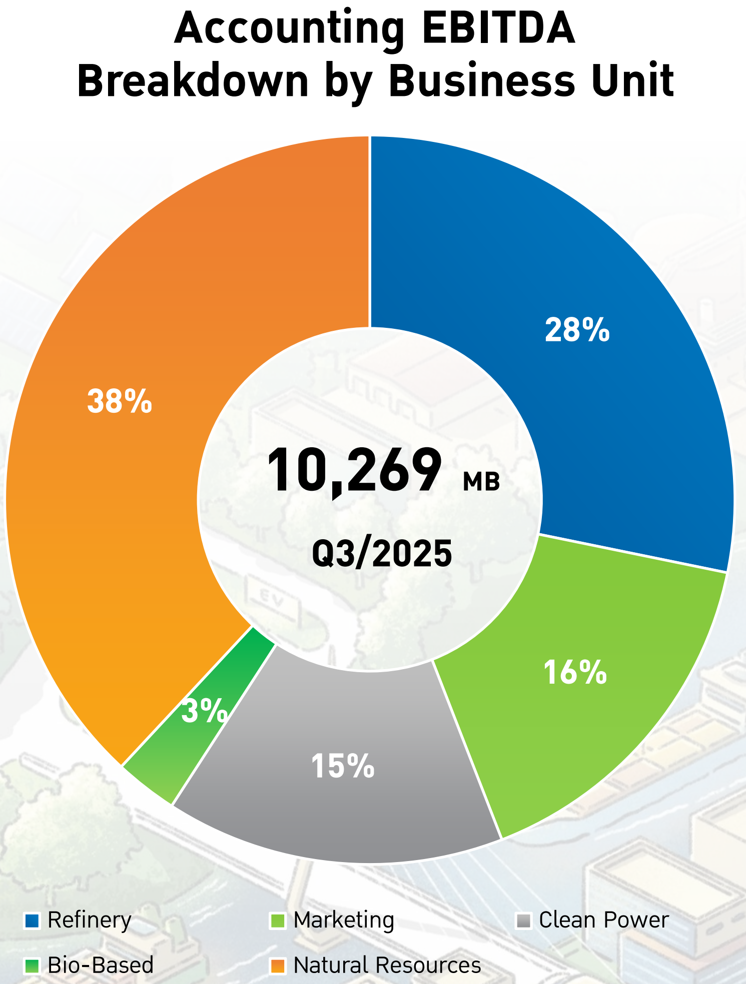
Well-Balanced EBITDA Contribution across Diversified Businesses





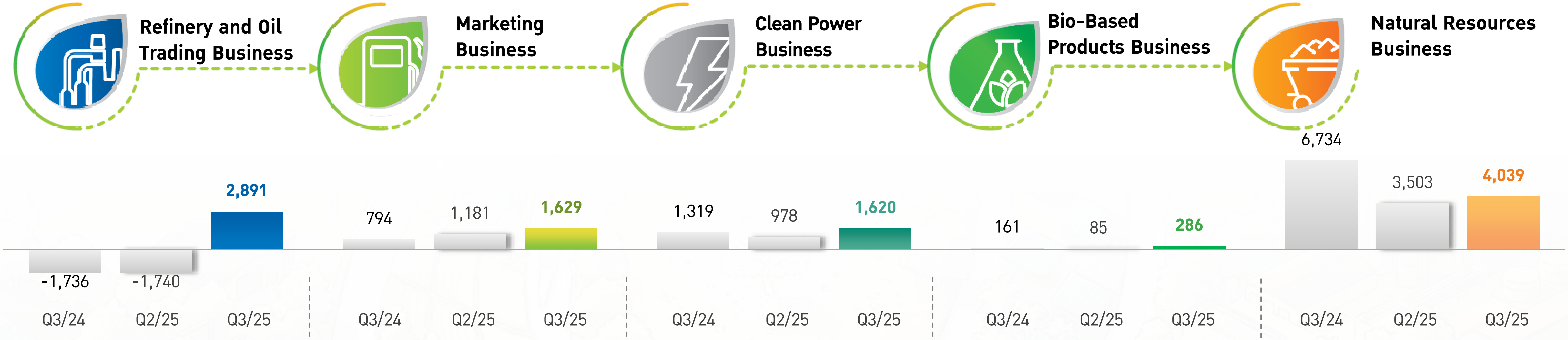






Q3/2025 Performance Snapshot comparing to Q2/2025

Accounting EBITDA (Unit : Million Baht)



Refinery and Oil Trading Business

- (+) Improved Group operating GRM of 7.38 $/BBL (Q2/25: 4.45 $/BBL) supported by stronger Diesel and Jet spreads driven by low inventory levels and geopolitical supply concerns, coupled with higher utilization since the resumption of SRC's operations after planned slowdown
- (+) Recognized lower inventory loss of -1,218 MB (Q2/25: -3,475 MB) due to less crude price volatility though remained pressured by the downward price trend
- (−) Recognized loss on Oil & FX hedging of -1,049 MB (Q2/25: -955 MB)

Marketing Business

- (+) Recognized lower inventory loss in Q3/25 -149 MB (Q2/25: -497 MB). As a result, net MKM increased to 0.85 THB/L. (Q2/25: 0.73 THB/L)
- (○) Commercial sales volume increased, driven by Asphalt and Marine Fuels, while Retail sales volume declined mainly from Diesel due to seasonal factors in the rainy season.

Clean Power Business

- (+) Electricity sales increased due to significant surged from favorable season of Hydropower plants and the COD of Wind power project in Lao PDR
- (+) Share of profit increased primarily from the U.S. Power plants, driven by almost 10-fold increase in capacity revenue and a 10% increase in sales volume

Bio-Based Products Business

- (+) B100 spread increased coupled with more efficient cost management, offsetting lower biodiesel sales due to seasonal factors
- (+) Ethanol sales volume increased in line with sales plan, while the spread decreased from lower selling price.

Natural Resources Business

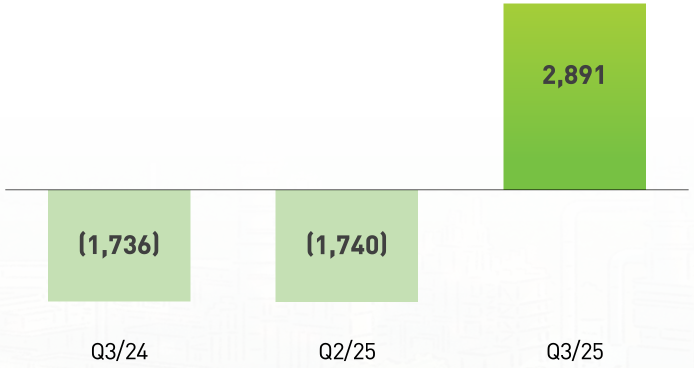
- (+) Higher sales volume from production starting in the Sognefjord East well in the Brage field in July 2025
- (+) Higher realized liquids price driven by easing concerns over a global economic slowdown
- (−) Lower gas price due to increased production in preparation for the winter season

Note: Figures in brackets refer to previous quarter

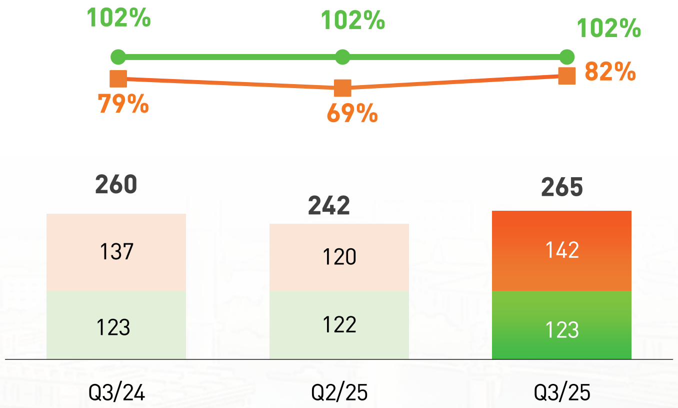
Refinery and Oil Trading Business

bangchak

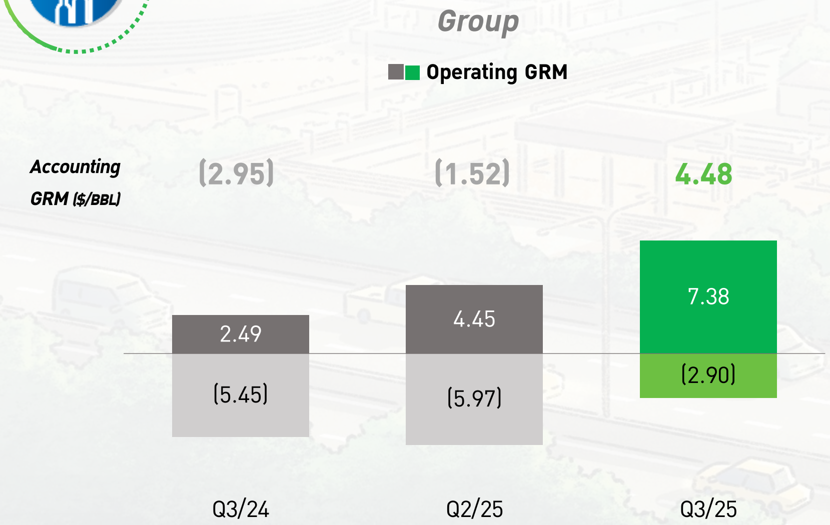
EBITDA (MB)



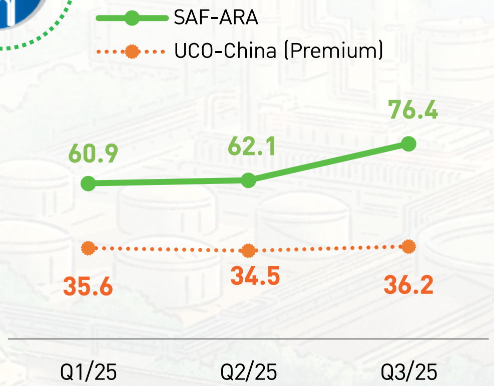
Crude Run (KBD)



GRM ($/BBL)



SAF-UCO Margin (THB/Kg.)



EBITDA

2,891 MB (+>100% QoQ) significant surge thanks to a strong improvement in Operating GRM

Crude Run

265 KBD (+10% QoQ)

- Higher crude run supported by the resumption of operations at the Sriracha refinery after planned unit upgrades and efficiency improvements

Group Operating GRM

7.38 $/BBL

- Significant increase due to sharp rise in the Diesel–DB spread +19% QoQ and Jet/Kerosene-DB spread +13% QoQ from low Diesel inventories in the U.S. and Europe and refineries shutdown in Europe

Inventory Loss

(1.54) $/BBL, -1,218 MB

- Significant QoQ decline from -4.75$/BBL (or -3,472 MB) in Q2/2025, while also recognizing a loss this quarter due to falling Brent crude oil prices, contrary to the Dubai crude oil price trend

Hedging Loss

(1.36) $/BBL, -1,079 MB

- Due to an upward trend in crack spreads for Diesel and Jet fuel since mid-June 2025, driven by tight supply conditions

Project Update

Paving the Way for the Next-Level of Efficiency and Cost Optimization

First Very Large Crude Carrier Loading

Aframax

Suezmax
since Dec 2023

VLCC's First Loading
at Sriracha Refinery since Oct 2025
(Target for 30 shipments annually)

Benefits:

- Reducing the cost of crude oil procurement and transportation
- Enhancing flexibility in crude oil management
- Strengthening Bangchak Group's competitiveness

Cost Saving[1/]
from upsize voyage
0.35-0.45
US$/BBL

First VLCC loaded at Sriracha Refinery via Multi-Buoy Mooring

Asphalt Facility & Blending Plant Improvement

Completed the Construction
Target for official commercial operation in Q1/2026

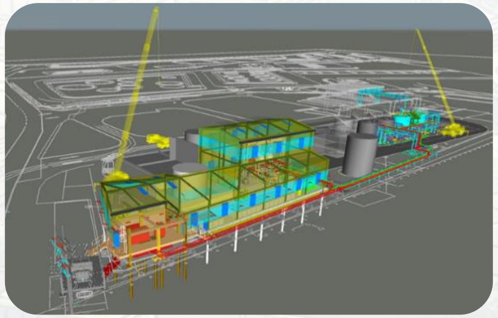
Asphalt Sales Capacity Uplift
4 KBD (Current) → ~38% → 5.5 KBD (2026)

Successful Asphalt Receiving Trial (Oct 25)

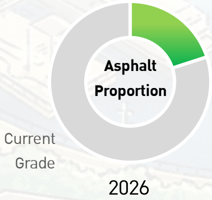
Benefits:

- Increasing asphalt sales capacity
- Reducing loading time during tight schedule
- Enhancing efficiency and safety

Next Step: **Upgrade Premium Asphalt Grade Blending Plant**
Target for construction completion in Q1/2026



Asphalt AC40/50 Blending Plant

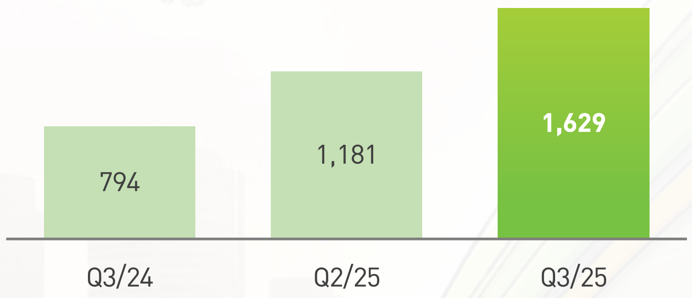


Premium Asphalt Grade Portion
~20 %

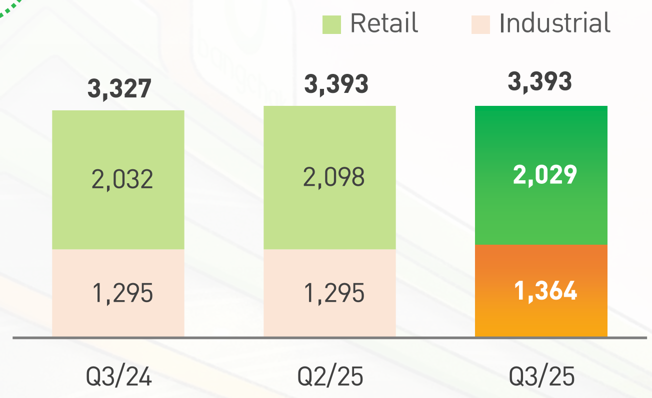
- Asphalt AC40/50 – Premium Grade
- Increasing High-value product sales

Marketing Business

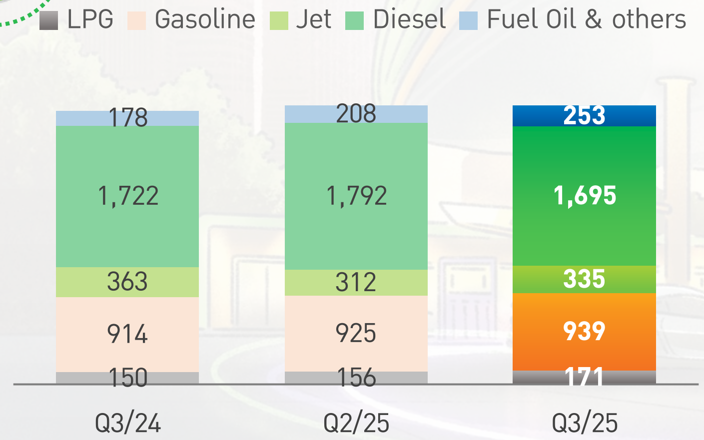
EBITDA (MB)



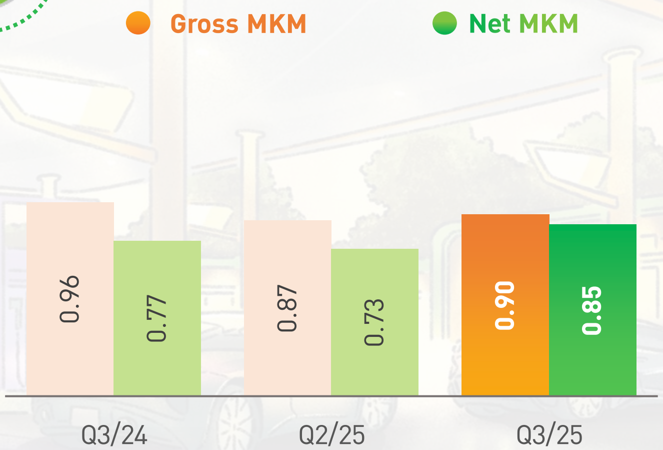
Sales Volume by Market (ML)



Sales Volume by Product (ML)



Marketing Margin (Baht/Liter)



Note: Net Marketing Margin of Bangchak and BGN (including inventory gain/(loss) and NRV)

EBITDA

1,629 MB (+38% QoQ)

- Supported by lower inventory loss and stronger marketing margin

Sales Volume (ML) 3,393 ML (stable QoQ)

Industrial (+5% QoQ)

- Driven by efforts to boost sales of high-value products such as asphalt and marine fuels
- Rebound in aviation fuel sales against market trends

Retail (-3% QoQ) impacted by rainy season, still better than market

Sustaining 29% Retail Market Share in 9M/25

Gross Marketing Margin 0.90 THB/L (+3% QoQ)

- Higher margins from marine fuels and an increased proportion of lubricant sales through high-margin channels

Net Marketing Margin 0.85 THB/L (+16% QoQ)

- Backed by significantly reduced inventory loss

Elevating Market Share Across All Segments

Driving Growth Through Innovation and Customer-Centric Strategies

Retail Market

Resilient Retail Market Share amid slowdown

29%
9M2025

Expansion Target:

2,163
2024

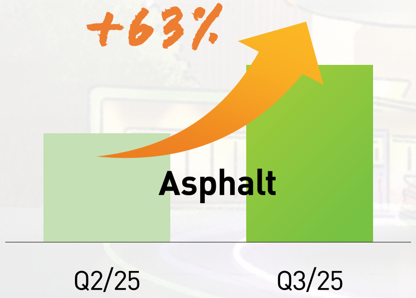
+50 ss

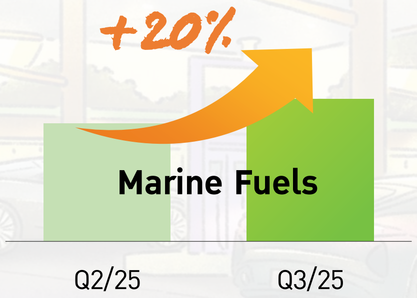
2,2xx
2025E

2,173 SS
9M/25

Industrial Market

Accelerating Growth in High-Value Product Markets





THAILAND'S
SOCIAL POWER BRAND
2025

Bangchak ranks **#1** as the most popular brand on social media that wins consumers' hearts in the service station category, achieving the highest scores in both Brand Score and User Score

Gasohol EURO 5 HI PREMIUM 97 | Diesel EURO 5 HI PREMIUM S

Premium Product Market Share

13.2%
9M/24

14.8%
9M/25

- ✓ **Accelerating Network Expansion** – reaching >**50% Coverage**
- ✓ Driving sales through **Strategic Marketing Campaign**

Expanding Beyond Fuel for Sustainable Growth

Unlock New Revenue Streams and Enhance Customer Value

Inthanin

Expansion Target:

1,028
2024

+180 sites

1,2xx
2025E

1,108 sites
9M/25

- ✓ Continues to offer **quality and service;** Achieved **104 Branch Openings across BSRC service stations** in 9M/25
- ✓ **Beverages at affordable prices**, along with **Non-Drink products** such as breakfast items and a variety of snacks that can be paired with beverages throughout the day

Elevating the *EV Pavilion* Experience

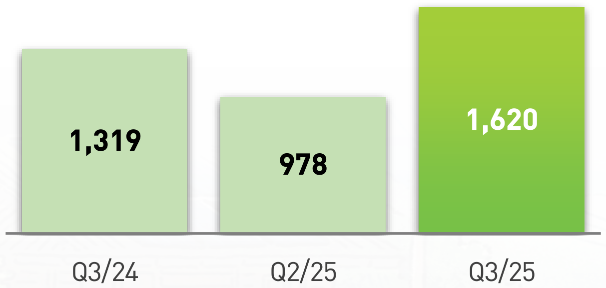
15 New Active Stations as of Sep 25

502 EV Charging Stations with **1,422** Dispensers as of Sep 25

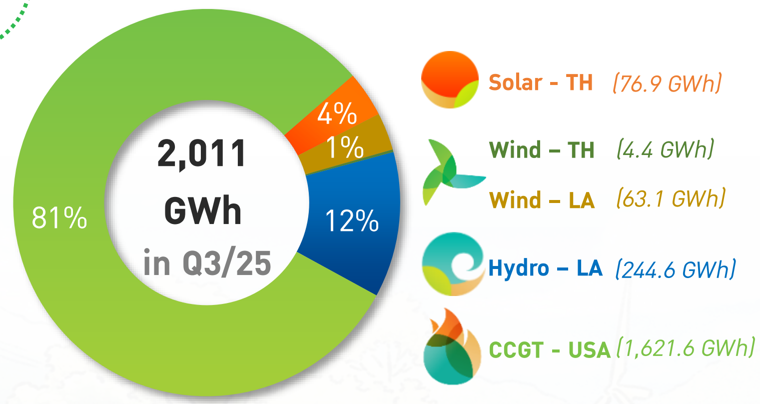
Expand partnerships with Top-Tier Michelin Guide food brands

Clean Power Business

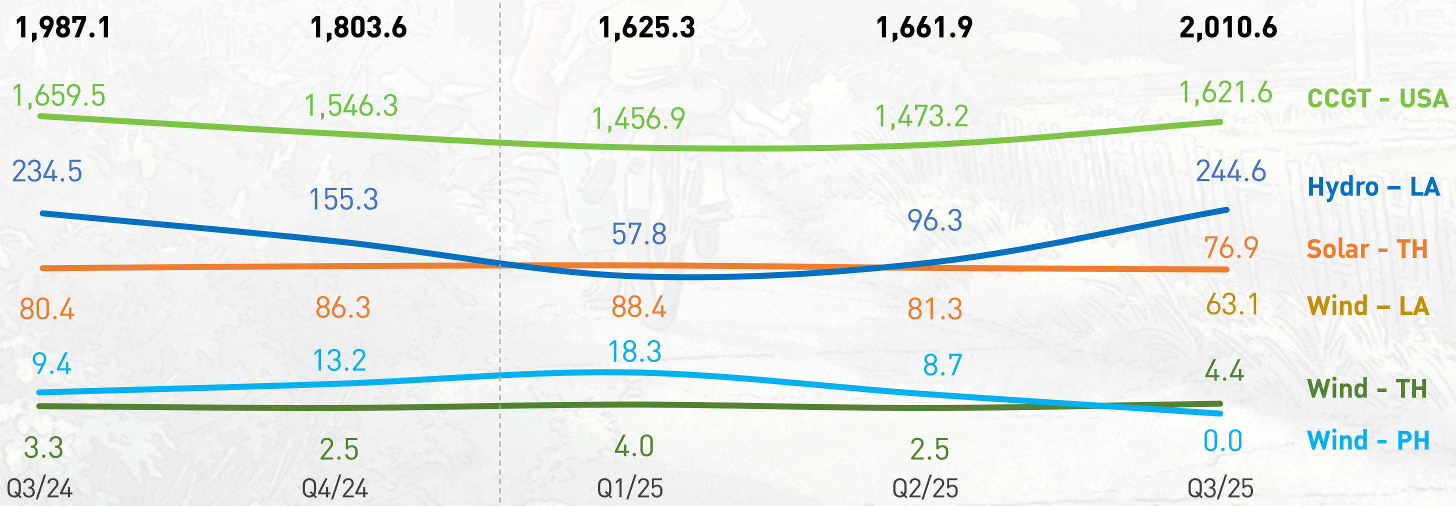
EBITDA (MB)



Sellable Output Breakdown by Power Types



Electricity Output (GWh)



EBITDA

1,620 MB (+66% QoQ)

Growth in Electricity Output (GWh)

2,011 GWh (+21% QoQ)

Rising electricity sales volume, supported by

- **Increased output from hydropower plants** in Laos due to higher rainfall

Which fully offset

- Lower sales volume from solar power plants in Thailand

Share of Profit (MB)

757 MB (+>100% QoQ)

Mainly driven by CCGT projects in U.S.

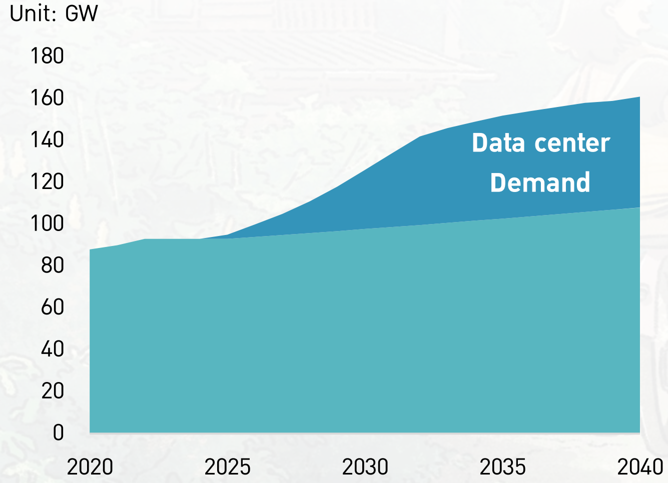
- Full-quarter impact from a **substantial increase in Capacity Revenue** rising from **$29/MW-day to $270/MW-day** since June 2025, combined with a 10% increase in electricity sales volume and a stronger spark spread
- Stopped recognizing share of profit from the wind power business in the Philippines since June 2025

Clean Power Business: *Key Growth Drivers*

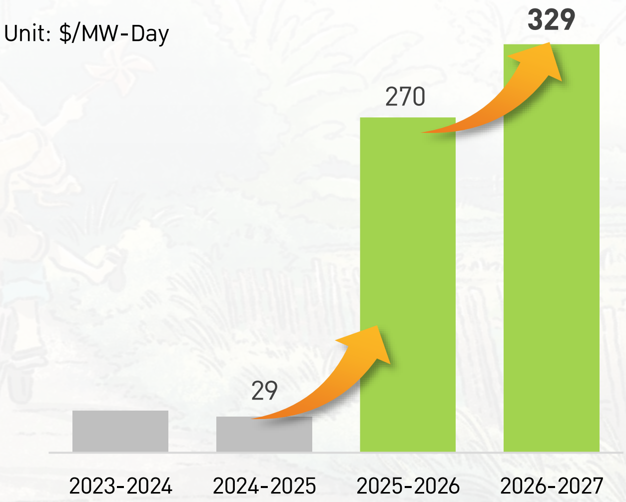
bangchak

CCGT Power Project in U.S.

1 ***Explosive Growth of Data Centers Drives PJM Power Consumption***



2 ***Consistent Upside in Capacity Revenue***



PJM Load Growth Outlook (2025–2035)

CAGR Forecasts: 2023: 0.4% > 2024: 2.8% >2025: 4.9%

PJM's rising CAGR signals a structural demand shift, led by rapid data center growth.

Monsoon Wind Power Project

Successfully commenced full COD of 289.5 MW on BCPG equity basis in August 2025

Source: PJM 2025 Load Forecast

Clean Power Business Footprints in 6 Countries Globally

bangchak

Generation by Technologies

- Solar 33% — 659.2 MW_{ppa}
- Wind 20% — 397.5 MW_{ppa}
- Hydro 6% — 114.0 MW_{ppa}
- Gas 42% — 857.0 MW_{ppa}

Total 2,027.7 MW_{ppa}

Production Capacity

- Operating 72% — 1,457.2 MW_{ppa}
- Developing 28% — 570.5 MW_{ppa}

Total 2,027.7 MW_{ppa}

Total New Capacities Adding (MW)

	2025	2026
Wind Laos	289.5	
Wind Vietnam		99

THAILAND

Operating:
- 187.7 MW (Solar)
- 9.0 MW (Wind)
- Oil Terminal 710 ML
- 2.5 MW

Developing:
- District cooling 3,000 RT (Phase I)

LAOS TO VIETNAM

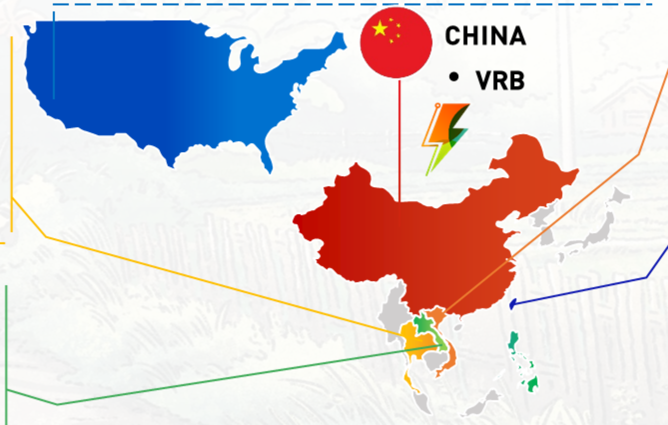
Operating:
- 114.0 MW (Hydro)
- 289.5 MW (Wind)

U.S.A

857 MW (Natural Gas) — Operating

CHINA

- VRB



VIETNAM

Operating (Wind)

(SCOD 1H2026) 99.0 MW — Developing

TAIWAN

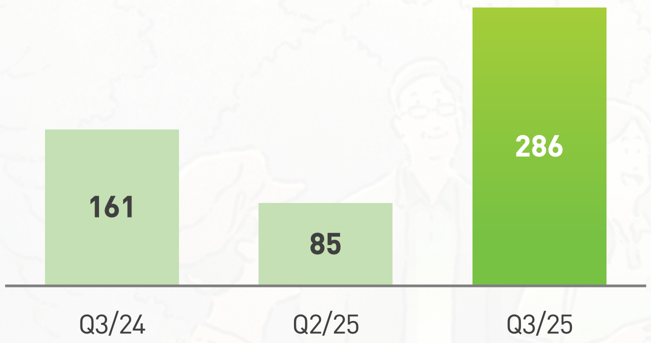
Operating (Solar)

(SCOD 2026-2027) 469.0 MW — Developing

Solar Energy | Wind Energy | Hydropower | Natural Gas | Smart Energy

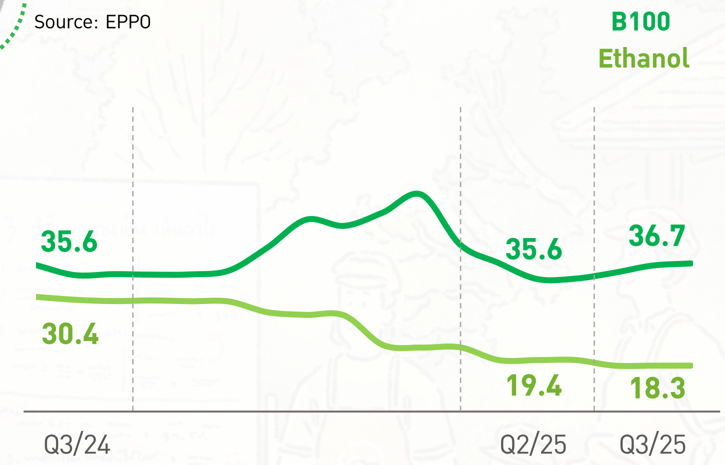
Bio-Based Products Business

EBITDA (MB)

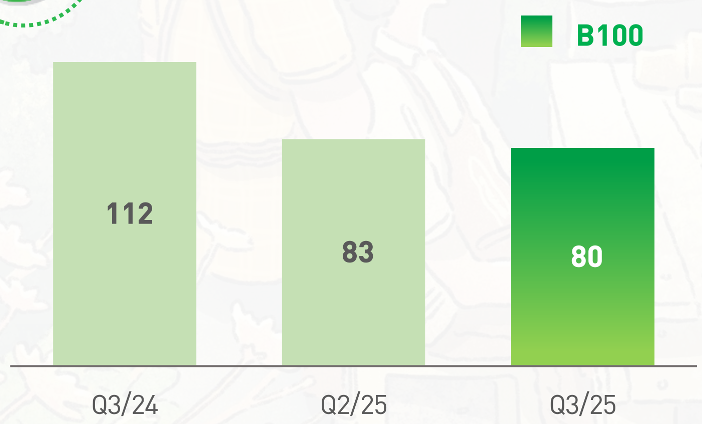


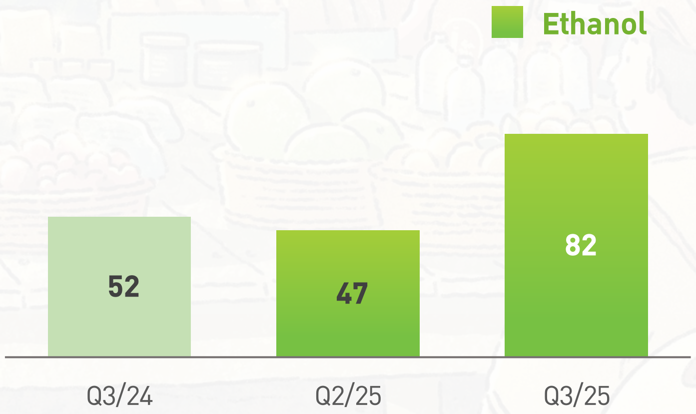
Avg. Market Price (Baht/Liter)

Source: EPPO



Sales Volume (ML)





EBITDA

286 MB (+>100% QoQ) significant increase from both products

Biodiesel Business

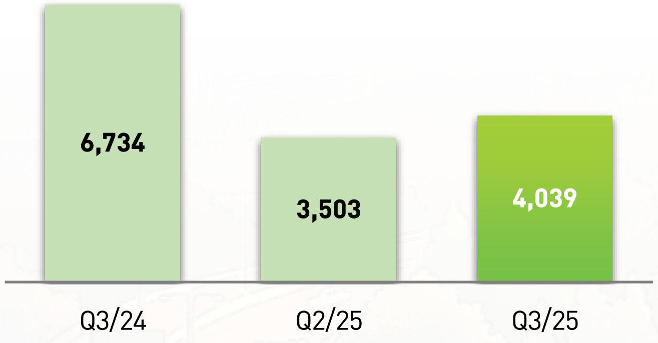
- Higher spread between selling prices and raw material costs for B100 and its by-products, coupled with more efficient cost management, beating a decline in biodiesel sales volume (-4% QoQ) due to seasonally lower demand

Ethanol Business

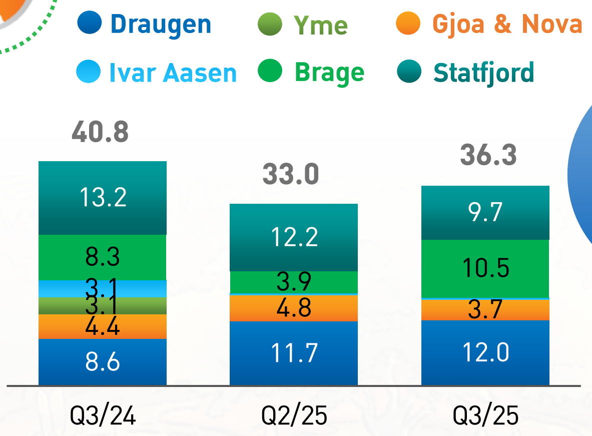
- Significant rise in sales volume (+77% QoQ), in line with the company's sales and production management strategy, backed by consistently high production levels
- Lower unit costs resulting from an improved production efficiency

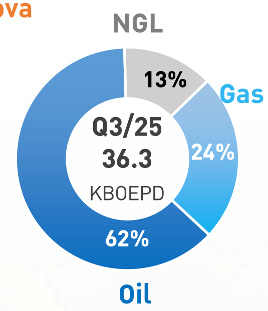
Natural Resources Business

EBITDA (MB)

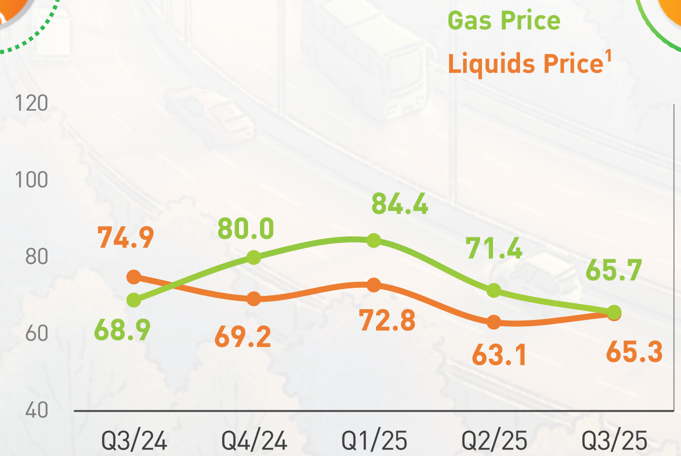


Sales Volumes (KBOEPD)



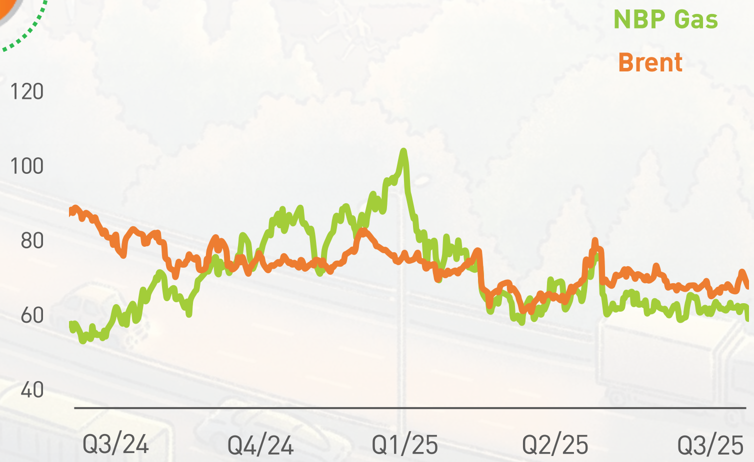


Realized Price ($/BOE)



[1]Comprising of crude and NGL prices

NBP Gas and Brent Price ($/BOE)



EBITDA

4,039 MB (+15% QoQ) driven by increased sales volume

Higher Sales Volume

36.3 KBOEPD (+10% QoQ)

- Higher sales volume from production starting in the Sognefjord East well at the Brage field in July 2025

Higher Oil (Liquid) Prices

- Liquids price +3% QoQ driven by easing economic concerns.

Lower Gas Prices

- Gas price faced a decline -8% QoQ due to increased production in preparation for the winter season

Extra Items

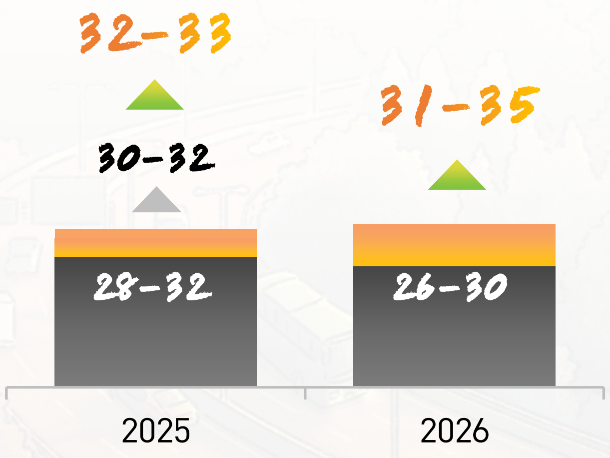
- An impairment 696 MB net to BCP occurred due to a downward revision of reserve estimates at the Statfjord and Draugen (Hasselmus) fields and a decline in forward oil prices (No further technical goodwill impairment from Statfjord expected)
- This was separated into impairment on goodwill (non-tax-deductible) amounting to 267 MB net to BCP, and impairment on assets (tax-deductible) amounting to 429 MB net to BCP

Upgraded Production Outlook

Based on Solid Production Plan

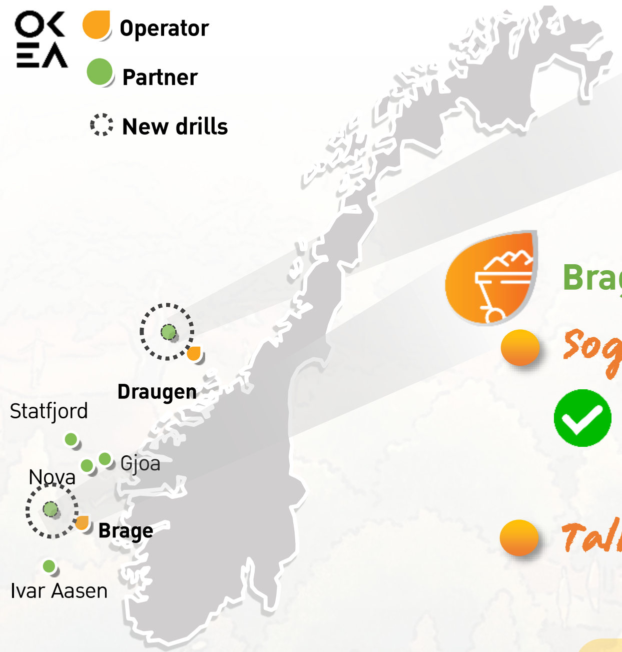
Production Guidance Revised Upward

New production guidance



Unit : KBOEPD

Project Development Progress



Draugen

Garn West South production well; expected drilling start late 2025, production mid-2026

Brage

- *Sognefjord East*
  - **Commenced production in Jul-25,** boosting Brage production by 42%
- *Talisker* exploration & production well spudded early Jul-25

Fast and Low-Cost Development Possible

Discovery size	First Oil	Breakeven
16-33 mmboe	in 2027	<20 $/boe

- *Bestla* development remains on track; installation of subsea template completed; production expected 1H/27 *(est. 10 mmboe)*

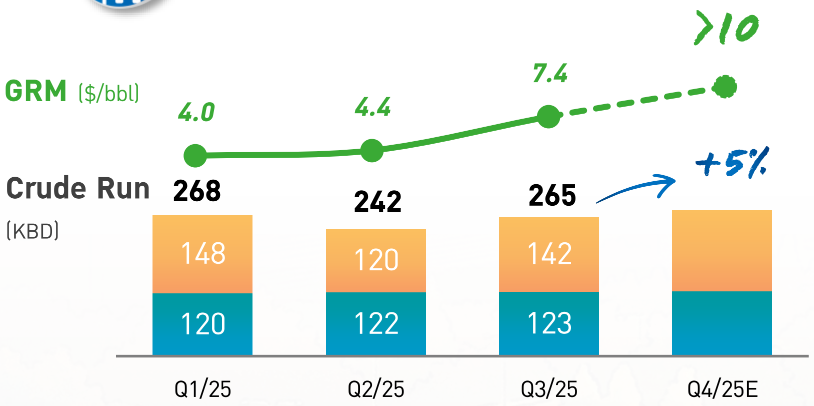
Agenda

01 Bangchak Group Performance

02 Q4/2025 Outlook

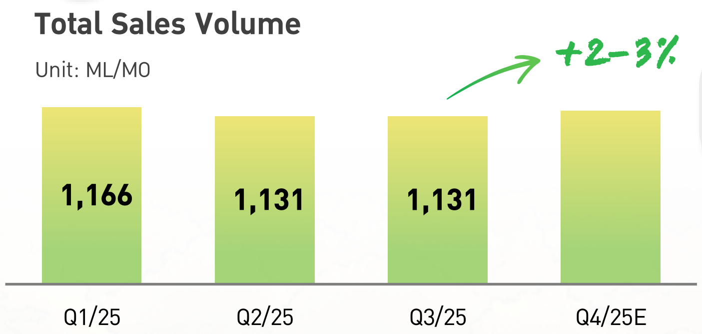
Q4/2025 Outlook

Refinery Business



- Hight level of GRM in Q4/25, driven by favorable middle distillate spreads due to constrained global supply
- Maximize operational capacity of both refineries to boost run rate in Q4/25

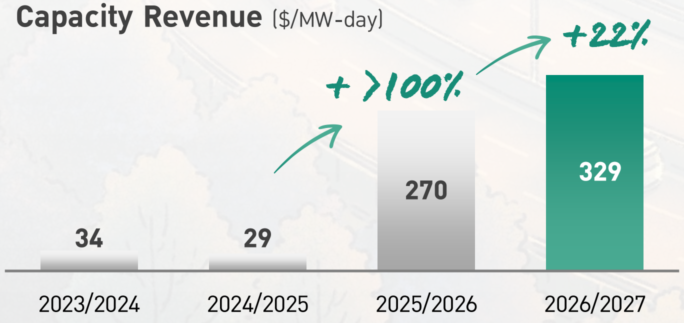
Marketing Business



- Modest growth supported by a rebound in retail sales during peak travel season

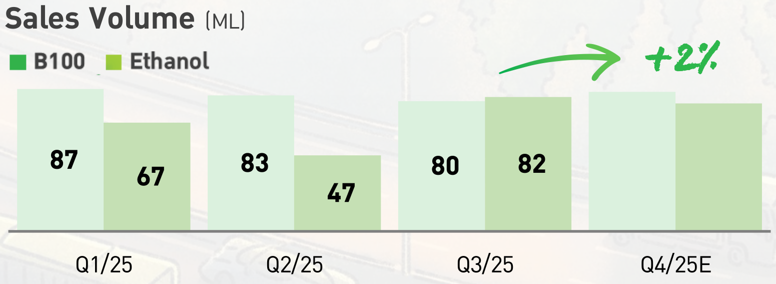
Clean Power Business

- Capacity revenue continues to rise, fueled by strong U.S. data center demand



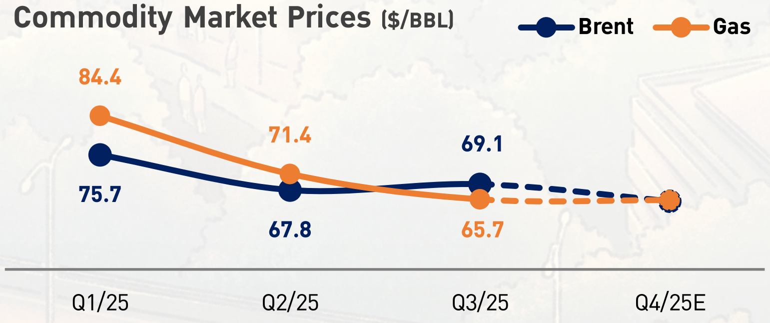
Bio-Based Products Business

- Slightly improved sales volume, supported by biodiesel sales rebound
- B100 and ethanol spreads pressured by high inventory levels



Natural Resource Business

- Oil & Gas prices expected to move sideways in Q4/25



Crafting a Sustainable World with Evolving Greenovation

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Bangchak's Historical Dividend

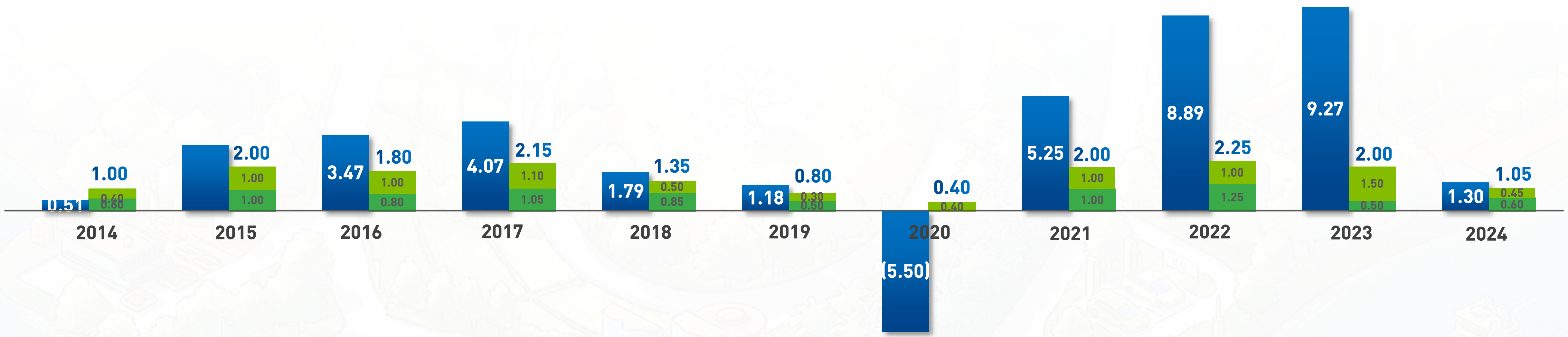
Dividend Policy: ≥ 30 percent of net profit after deduction of allocation of legal reserve

However, this is subject to the economic situation, the Company's cash flow and investment plans of the Company and its subsidiaries according to the necessary, appropriation and other concerning as the Board of Directors' consideration.

Dividend Payment

EPS 1st Half 2nd Half

Unit: THB per Share



Dividend Yield

3.21%	5.87%	5.74%	5.99%	3.76%	2.76%	2.01%	7.71%	7.25%	5.50%	2.77%

Share Price* (Baht/Share)

31.13	34.08	31.38	35.88	35.93	29.43	19.92	25.93	31.05	36.36	37.93

1 Jan 24 – 31 Dec 24

*Note: Average share price of the period

EBITDA Structure (Consolidated)

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Unit: THB Million	Q3/2024	Q2/2025	Q3/2025	QoQ	YoY	9M/2024	9M/2025	YoY
Total Revenue	**154,193**	**125,827**	**123,305**	**-2%**	**-20%**	**447,631**	**383,780**	**-14%**
Refinery and Trading Business 1/	129,152	102,844	99,851	-3%	-23%	373,716	312,792	-16%
Marketing Business 2/	95,192	89,202	88,200	-1%	-7%	295,610	273,561	-7%
Clean Power Business 3/	1,125	780	1,100	41%	-2%	3,403	2,611	-23%
Bio-Based Products Business 4/	5,365	3,789	4,363	15%	-19%	15,533	13,540	-13%
Natural Resources Business 5/	9,570	6,491	7,056	9%	-26.3%	29,501	22,595	-23%
Eliminations and others	(86,093)	(77,280)	(77,264)	0%	10.3%	(270,013)	(241,319)	11%
Accounting EBITDA	**7,170**	**3,664**	**10,269**	**>100%**	**43%**	**33,242**	**26,600**	**-19.98%**
Refinery and Trading Business	(1,736)	(1,740)	2,891	>100%	>100%	4,834	4,290	-11%
Marketing Business	794	1,181	1,629	38%	>100%	4,771	4,652	-3%
Clean Power Business	1,319	978	1,620	66%	23%	3,743	3,501	-6%
Bio-Based Products Business	161	85	286	>100%	78%	654	666	2%
Natural Resources Business	6,734	3,503	4,039	15%	-40%	19,808	14,167	-28%
Eliminations and others	(102)	(342)	(197)	43%	-93%	(568)	(676)	-19%
Profit (Loss) attributable to owners of the parent	**(2,093)**	**(2,560)**	**1,108**	**>100%**	**>100%**	**2,168**	**663**	**-69%**
Earnings (Loss) per share (Baht)	**(1.61)**	**(1.86)**	**0.80**			**1.30**	**0.48**	**0.00**

Note: 1/ EBITDA from Refinery and Trading Business of the company (BCP) and Bangchak Sriracha Plc. (BSRC), BCP Trading Pte. Ltd. (BCPT), Bangchak Fuel Pipeline and Logistic Co., Ltd. (BFPL), BSGF Co., Ltd (BSGF) and others

2/ EBITDA from Marketing Business of the company (BCP) and Bangchak Sriracha Plc. (BSRC) (consolidated since September 1, 2023), Bangchak Green Net Co., Ltd. (BGN), Bangchak Retail Co., Ltd., (BCR) and others

3/ EBITDA from Clean Power Business of BCPG Plc. (BCPG Group)

4/ EBITDA from Bio-Based Products Business of BBGI Plc. (BBGI Group)

5/ EBITDA from Natural Resources Business of OKEA ASA (OKEA), BTSG Co., Ltd. (BTSG), and others

Profit and Loss (Consolidated)

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Consolidated Statement of Income (THB Million)	Q3/2024	Q2/2025	Q3/2025	QoQ	YoY	9M/2024	9M/2025	YoY
Revenue from sale of goods and rendering of services	154,193	125,827	123,305	-2%	-20%	447,631	383,780	-14%
Cost of sale of goods and rendering of services	(150,891)	(123,084)	(115,131)	-6%	-24%	(424,037)	(363,594)	14%
Gross Profit	**3,302**	**2,743**	**8,174**	**>100%**	**>100%**	**23,594**	**20,186**	**-14%**
Other income	835	2,092	875	-58%	5%	2,831	3,721	31%
Selling and administrative expenses	(3,256)	(3,290)	(3,087)	-6%	-5%	(9,912)	(9,340)	6%
Exploration and evaluation expenses	(137)	(680)	(241)	-65%	76%	(1,023)	(1,240)	-21%
Gain (loss) from derivatives	2,256	(751)	(1,097)	-46%	<-100%	1,734	(892)	<-100%
Gain on foreign exchange	(587)	31	163	>100%	>100%	1	659	>100%
Gain (loss) from fair value adjustment of contingent consideration	(70)	93	(34)	<-100%	51%	105	53	-49%
Gain from sale of investment	-	0	(4)	N/A	N/A	2,159	(4)	<-100%
Reversal of (loss) from impairment of assets	4,767	(1,622)	(4,872)	<-100%	<-100%	4,510	(6,900)	<-100%
Profit (loss) from operating activities	**7,110**	**(1,385)**	**(123)**	**91%**	**<-100%**	**23,999**	**6,242**	**-74%**
Finance costs	(1,740)	(1,858)	(1,482)	20%	-15%	(5,232)	(4,918)	6%
Impairment gain and reversal of impairment loss (impairment loss) determined in accordance with TFRS 9	3	(56)	58	>100%	>100%	60	20	-67%
Share of profit (loss) of associates and joint ventures accounted for using equity method	474	301	827	>100%	75%	968	1,594	65%
Profit (loss) before income tax expense	**5,847**	**(2,998)**	**(721)**	**76%**	**<-100%**	**19,795**	**2,938**	**-85%**
Tax expense	(7,535)	(416)	1,523	>100%	-120%	(15,898)	(2,883)	82%
Profit (loss) for the period	(1,687)	**(3,414)**	**802**	**>100%**	**>100%**	**3,898**	**55**	**-99%**
Owners of the parent	**(2,093)**	**(2,560)**	**1,108**	**>100%**	**>100%**	**2,168**	**663**	-69%
Non-controlling interests	406	(854)	(305)	64%	<-100%	1,730	(608)	<-100%
Basic earnings (loss) per share (Baht)	**(1.61)**	**(1.86)**	**0.80**			**1.30**	**0.48**	

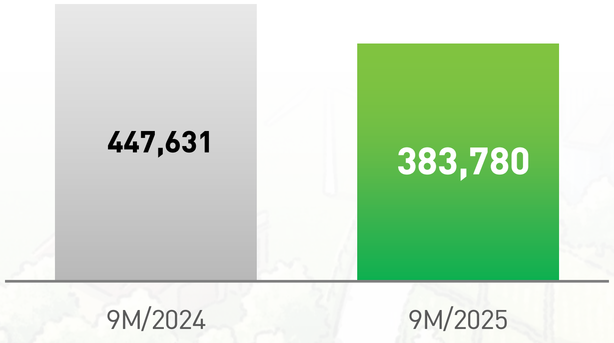
Financial Ratio (Consolidated)

	Q3/2024	Q2/2025	Q3/2025	9M/2024	9M/2025
Profitability Ratios (%)					
Gross Profit Margin	2.16%	2.18%	6.63%	5.44%	5.27%
EBITDA Margin	4.86%	2.92%	8.33%	7.72%	6.94%
Net Profit Margin	-1.10%	-2.72%	0.65%	0.90%	0.01%
Return of Equity (ROE)	1.78%	-3.81%	1.17%	1.78%	1.17%
Efficiency Ratio (%)					
Return on Assets (ROA)	7.44%	5.28%	3.36%	7.44%	3.36%

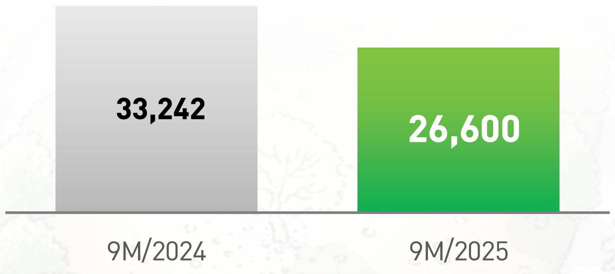
	30 Sep 24	31 Jun 25	30 Sep 25
Liquidity Ratios (Times)			
Current Ratio	1.30	1.27	1.40
Quick Ratio	0.70	0.78	0.85
Inventory Turnover	10.51	11.72	11.56
Inventory Period (days)	35	31	32
AR Turnover	27.69	24.07	23.66
Collection Period (days)	13	15	15
AP Turnover	20.15	21.53	21.72
Payment Period (days)	18	17	17
Leverage Ratios (Times)			
Net Interest-bearing Debt to Equity	1.18	1.19	1.12

Revenue, EBITDA and Net Profit in 9M/2025

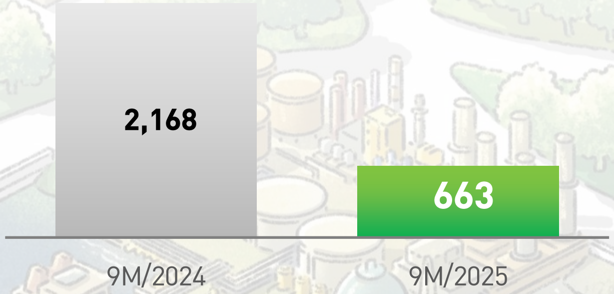
Total Revenue (MB)



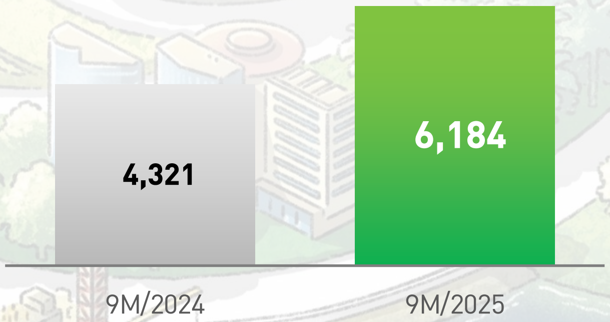
Accounting EBITDA (MB)



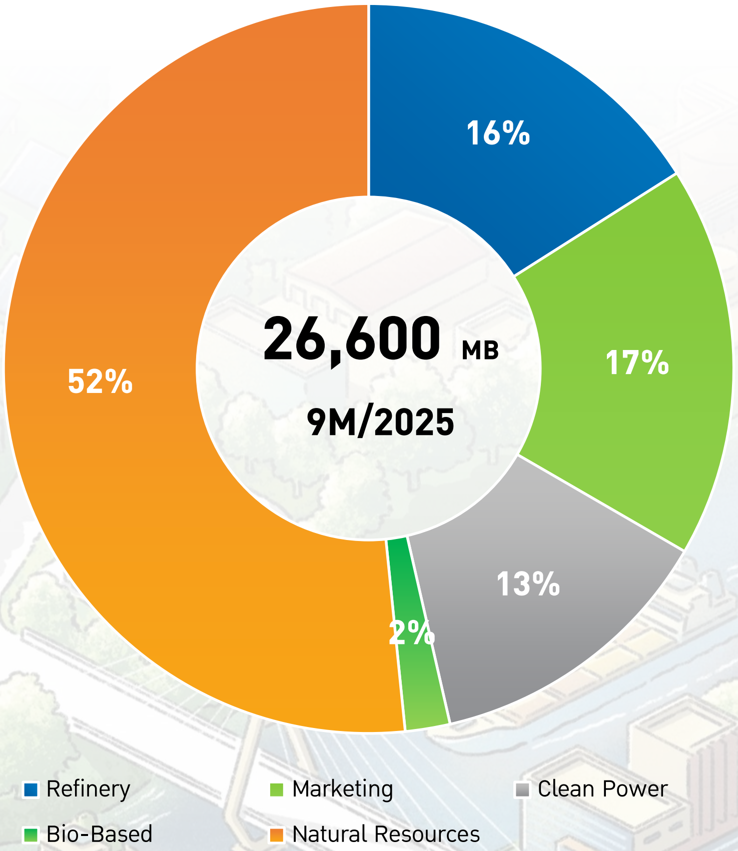
PAT (MB)



Core Profit (MB)



Accounting EBITDA Breakdown by Business Unit



9M/2025 Performance Snapshot comparing to 9M/2024

Accounting EBITDA (Unit : Million Baht)

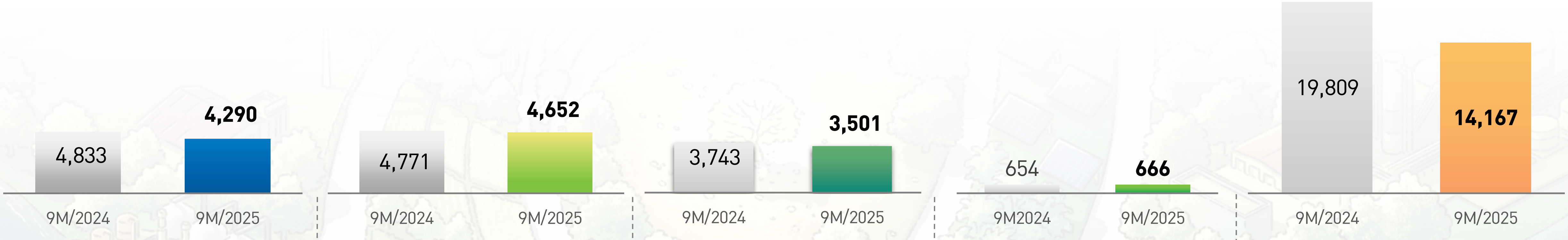
Refinery and Oil Trading Business

Marketing Business

Clean Power Business

Bio-Based Products Business

Natural Resources Business



Refinery and Oil Trading Business

- (−) Higher Inventory loss pressured by the sharp decline in crude oil prices, driven by heightened market volatility
- (−) Loss on oil and FX hedging
- (+) Improved Group Operating GRM of 5.27 $/BBL (9M/24: 3.80 $/BBL) supported by lower crude oil costs and favorable Brent-Dubai which fully offset the impact of the weaker crack spread

Marketing Business

- (−) Net MKM totaled 0.80 THB/L, declined by 7% YoY, due to higher inventory loss recognition
- (+) Slightly increased sales volume driven by high-value products of commercial market, while retail market dropped from rainy season
- (+) Retail market share of 9M/2025 sustained at 29%

Clean Power Business

- (−) Divested the solar plants in Japan at the end of Jun'24, resulting in no performance contribution in 2025
- (−) Expiration of adders in Thailand's solar project
- (+) Recognized an increase in share of profit due to higher capacity revenue from the U.S.
- (+) Improved performance of Hydropower plants in Lao PDR

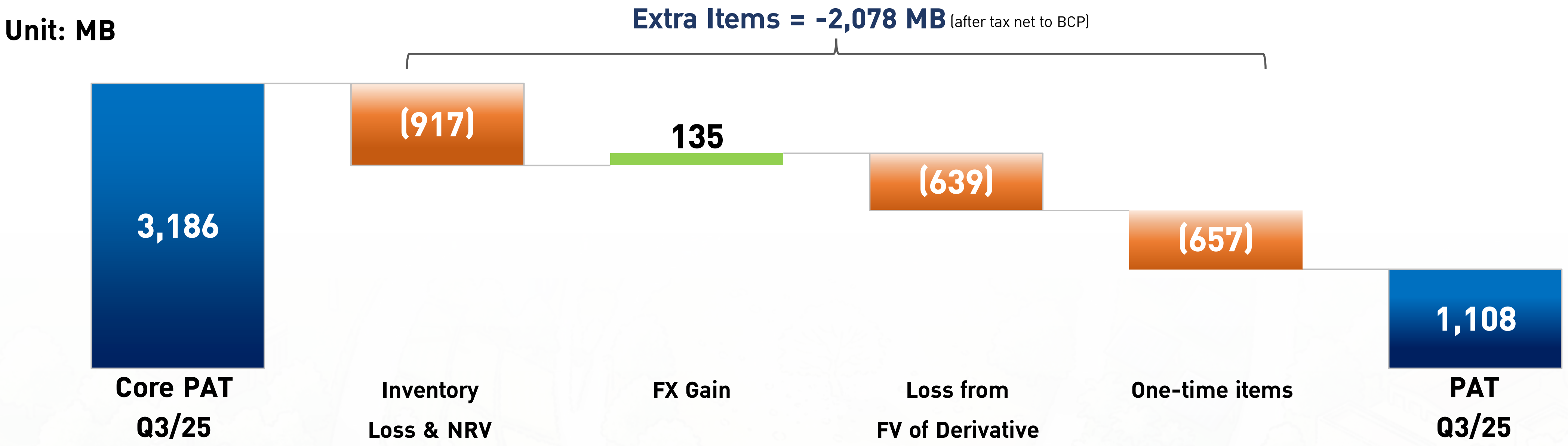
Bio-Based Products Business

- (+) Biodiesel (B100)'s gross profit increased, driven by a higher spread between selling prices and raw material costs
- (+) Ethanol sales volume increased in accordance with sales plan, while gross profit decreased as margin weakened from falling ethanol prices

Natural Resources Business

- (−) Lower production and sales volume mainly from Yme divestment in Nov'24 and a decline production at Stafjord field
- (−) Lower oil price -15% YoY in line with weaker global oil prices
- (+) Higher gas price +17% YoY supported by higher demand and lower European natural gas inventories

Q3/2025: Core Profit to BCP (Excluding Extra Items)



Derivatives	100%	After Tax Net to BCP
FX Forward	(57)	(0.1)
Oil Hedging	(896)	(639)

One-Time	100%	After Tax Net to BCP
OKEA Impair asset	(4,282)	(429)
OKEA Impair goodwill	(586)	(267)
OKEA FV adjustment of contingent	(34)	(3)
BCPRSG FV Investment	57	45
Others	(6)	(2)

9M/2025: Core Profit to BCP (Excluding Extra Items)

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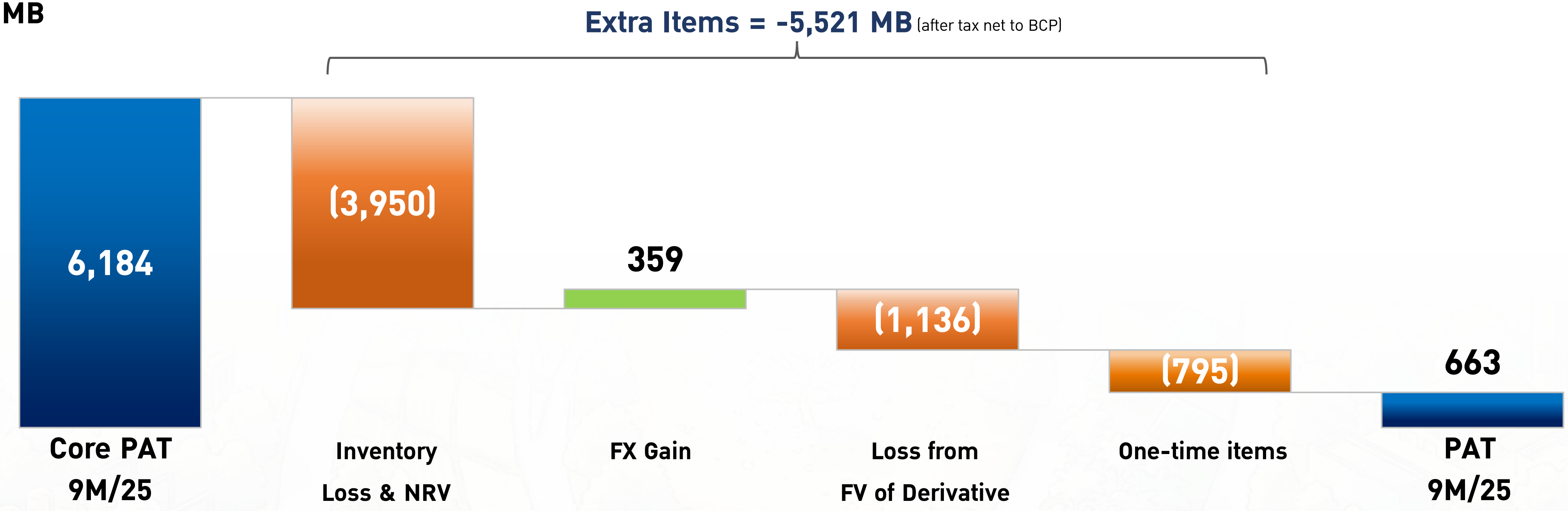
Unit: MB



Derivatives	100%	After Tax Net to BCP
FX Forward	(174)	(83)
Oil Hedging	(1,418)	(1,053)

One-Time	100%	After Tax Net to BCP
BSRC reverse provision of whole sales	1,458	954
OKEA's Impairment	(6,336)	(1,365)
OKEA's Refinance	(236)	(84)
BCPG's Impairment	(715)	(411)
BCPRSG FV investment	128	102
Others	62	9

Complementary Refinery Portfolio

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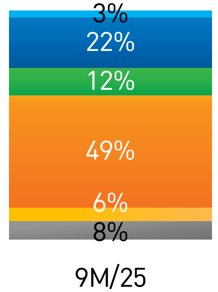
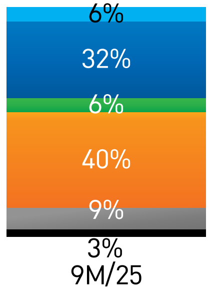
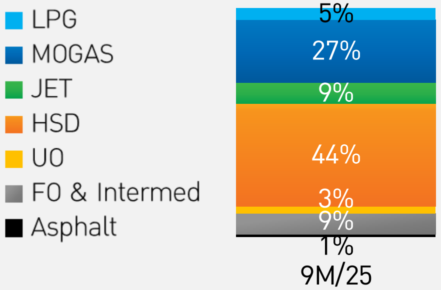
	9M/25 Phra Khanong Refinery	9M/25 Sriracha Refinery	9M/25 Bangchak Group
Crude Run (Utilization Rate)	122 KBD (101%)	137 KBD (79%) *28-Day Planned Slowdown in May*	258 KBD (88%)
BCPT Oil Trading Volume	~20 M.BBL	~40 M.BBL	80 M.BBL (-5% YoY) *Include Out-Out Trading*

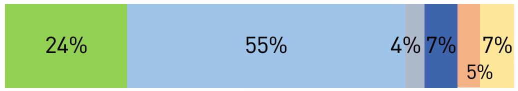
Product Yield

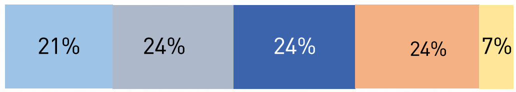


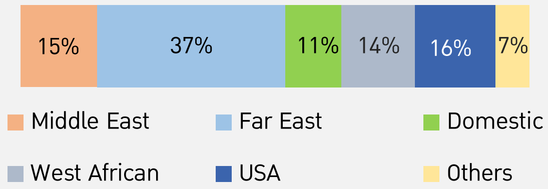




Crude Source







Logistics Integration

Pipeline access from BKK-Northern

Phetchaburi, Si Chang **Seaport & Terminal**

Pipeline access from Eastern to Northeastern

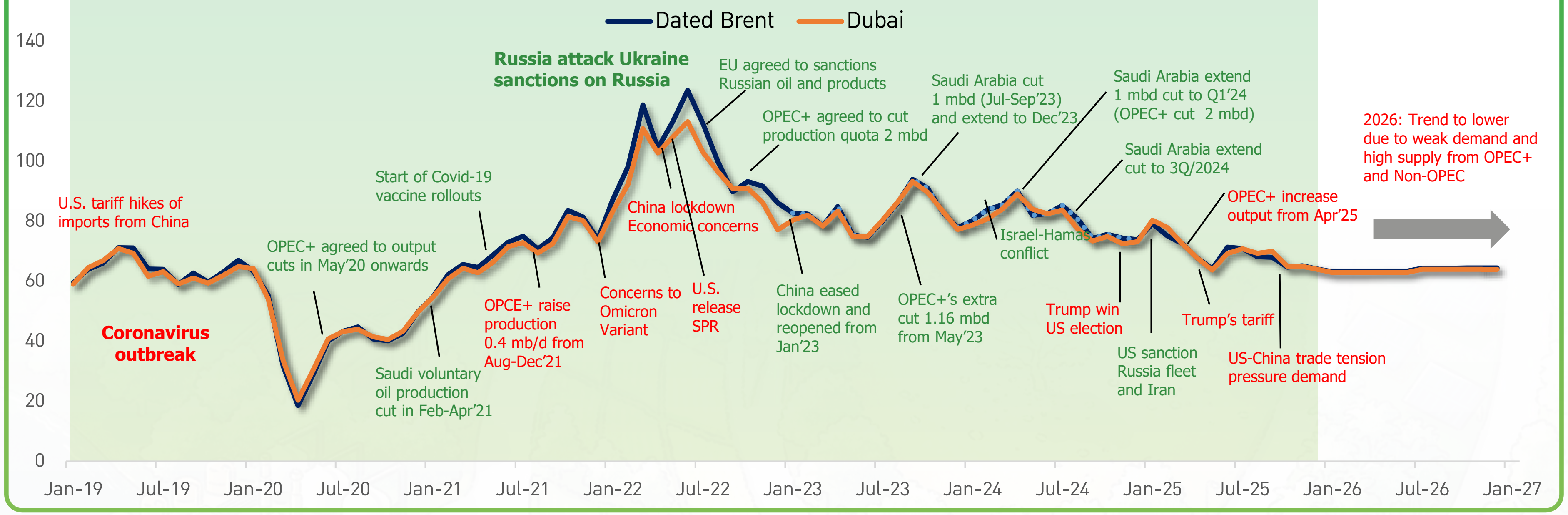
Sriracha **Deep Seaport & Terminal**

Terminals across Thailand

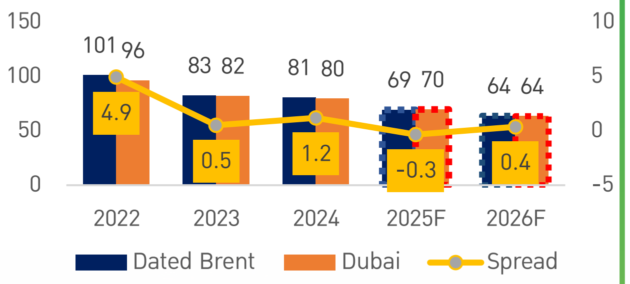
Crude Oil Price Outlook :

Crude price move around $60-70/BBL in Q4'25 and $60-65/BBL in 2026. Near-term risks point to high prices as sanction fears are likely to discourage purchases of Russian oil from the new US sanctions. However, fundamentals still point to a crude oil surplus for the rest of this year and through the first quarter of 2026 and global economic slowdown from Trump's tariffs could be pressured price. While uncertainty in Trump's policy and geopolitics could create the volatile price.

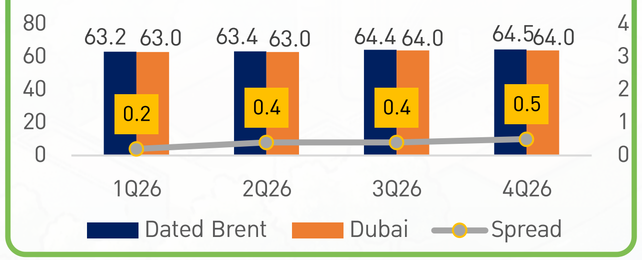
Dubai and Dated Brent-Dubai Spread



Dated Brent, Dubai Crude Price ($/BBL)



Dated Brent, Dubai Crude Price ($/BBL)



Focus on 4Q25:

- US Trump's trade tariffs could pressure on overall demand
- OPEC+ increase output quotas to regain market share amid upward trend in exports from Saudi Arabia
- Onshore stocks are expected to rise and sufficient oil supply to cover the limit upside of demand
- Russian crude exports uncertainty from the new US sanctions
- Geopolitics in Iran, Russia and Venezuela with Trump policy remain uncertain lead to volatile price

Market Highlights in 2026:

- Concerns about slower economic growth due to Trump's tariff and policy uncertainty
- Crude inventory trend to rise due to surplus supply from OPEC+ and Non-OPEC
- Uncertainty in geopolitics over sanction on Iran, Venezuela and Russia add the market volatility
- OPEC+ production policy uncertainty

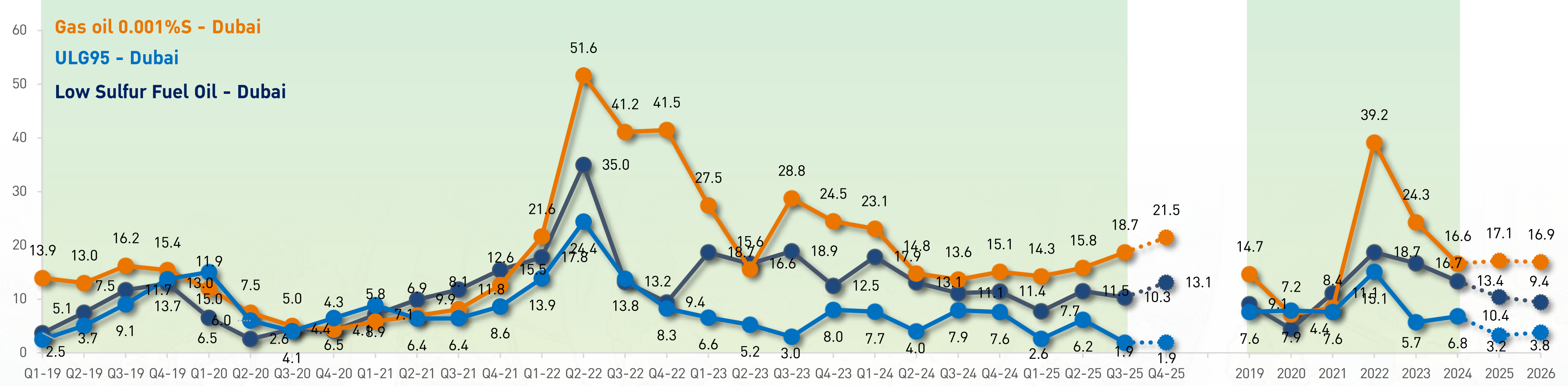
Dated Brent – DB Spread 2026

- Spread is likely to be slightly wider
- US tariff policy will weigh on global demand and economics
- Non-OPEC maintain the high output
- China's crude imports are expected to enter a downward trend from 2025
- U.S sanction on Russia and Iran uncertainty

Oil Outlook

Gasoline crack likely to stay healthy due to gasoline demand continues to be relatively robust in both Europe and the U.S.
Gasoil crack likely to stay healthy amid lower-than-average and seasonally high demand during winter will also support crack.
Low Sulfur Fuel Oil crack could remain softer as bunker demand be pressured from slowdown economics amid higher supply inflow to Asia.

Singapore Product Cracks Spread Outlook : $/BBL



Focus on 4Q25:

- **Gasoline crack** likely to stay healthy due to gasoline demand continues to be relatively robust in both Europe and the US. Combined with the slow ramp-up of new facilities, this is resulting in a tighter supply-demand balance and stronger gasoline cracks.
- **Gasoil crack** likely to stay healthy amid lower-than-average and seasonally high demand during winter will also support crack. However, global economic slowdown caused by trade war will be likely to add more pressure on oil demand.
- **Low Sulfur Fuel Oil crack** could remain softer as ample supply flow to Asia amid RFCC outage in several refineries while the bunker demand sluggish.

Market Highlights in 2026:

- Geopolitical tensions and EU sanctions on Russian oil may affect future flows.
- Uncertainty over US tariff policy will pressure on Global economic growth and oil demand especially in Us and China.
- New refinery projects will ramp up, mostly in Asia and Middle East.
- Unstable production at Kuwait's Al Zour and Nigeria's Dangote refinery likely to keep exporting LSFO.
- Global economic slowdown from U.S. tariff be pressured on bunkering activity.