



BANGCHAK CORPORATION

ANALYST MEETING - FY 2021 Results

February 24, 2022



Awards & Recognitions in 2021



Sustainability Award
Silver Class 2022

S&P Global

MSCI
ESG RATINGS



Over 40 awards of pride ...

Leadership and Management Awards

- Thailand Corporate Excellence Awards 2021
- Asian Excellence Recognition Award 2021 Corporate Governance Asia - Asia's Best CEO, CFO, and Investor Relations company

Sustainability and Corporate Governance Awards

- Thailand Sustainability Investment (THIS) listed companies 2021
- Global Good Governance (3G)
- An outstanding Low Carbon Award
- Sustainability Disclosure
- Carbon Reduction Label and Trophy

Innovation Awards

- Global Brands Awards - Excellence in Sustainable Greenovation
- CFI.co Award 2021 (Capital Finance International) for Best Sustainable Innovation Strategy (Thailand)
- Most Innovative Knowledge Enterprise Award (Thailand MIKE Award 2021)

Corporate Image and CSR Awards

- Superbrands 2021 (Bangchak & Inthanin)
- Asia's Influential Brands Top Brand
- UN Women 2021 Thailand WEPs Awards

Amidst the 2021 Crisis, Achievements Have Reached



Crude run 120+ KBD in Nov & Dec

New High UCO yield

2020	2021
5%	9%

BPR Benefit 1,300 MB

Work, yield, Logistic and Energy Efficiency Improvement project

Market Share 16.2%

Inthanin ranked #3 Café Chain in Cup Sale

Highest... Retail Sales 432 ML/MO in Dec

Lube Market Share 11.7% in Jan

New Investment Projects

Solar farm development in Taiwan

170 MW initially

VRB Gigafactory, **utility-scale energy storage business**

Fully Integrated Biofuel Producer

Filing for IPO in late Sep

Serve new **High Value Bio-based products**

To B2B and B2C market

Food ingredients

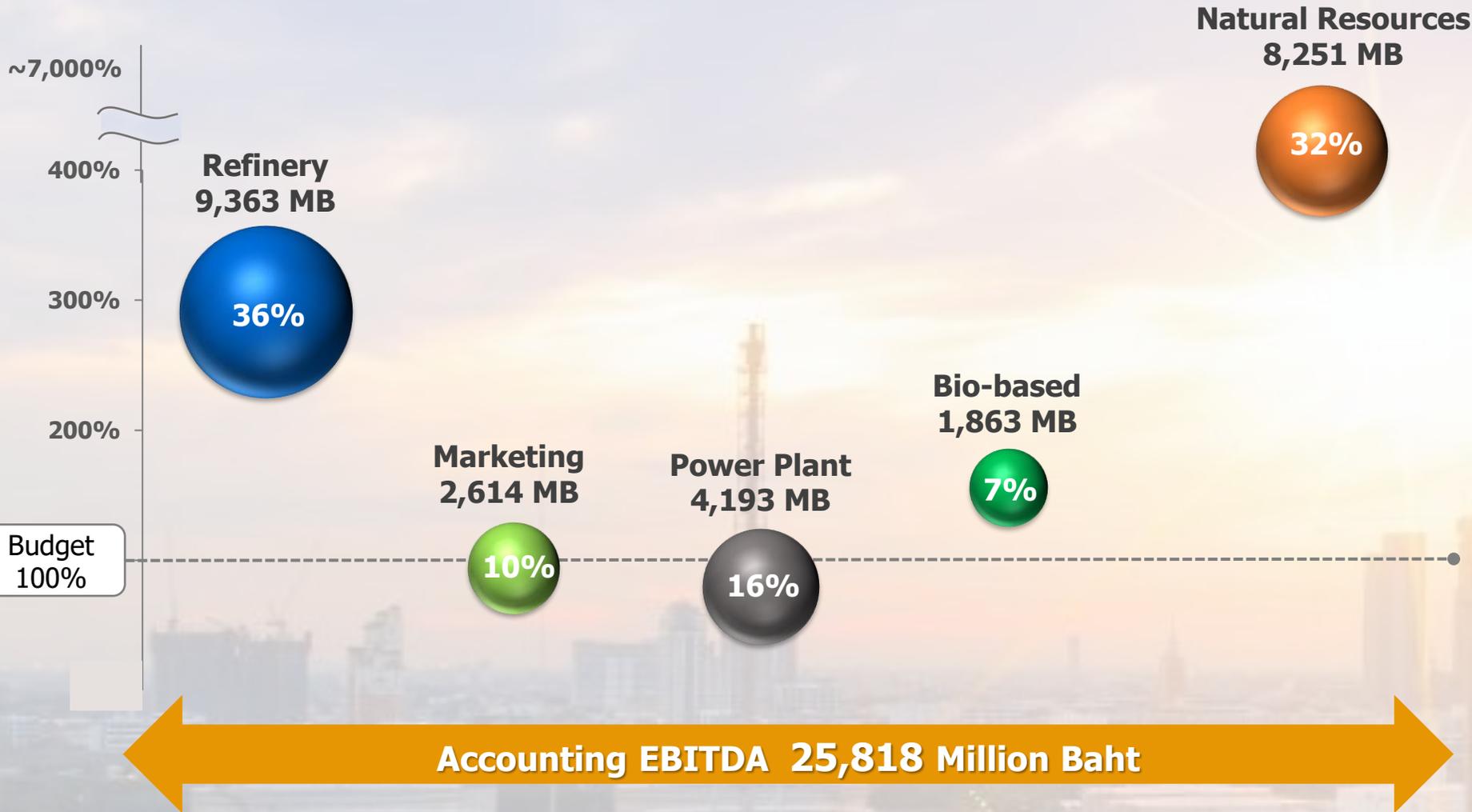
Wellness

OK EA OKEA Consolidated in 3Q/2021

Yme first oil in 2H2021

Record-high Q4 revenue of **NOK 1.7 billion**

2021 Performance Contribution by Business Unit



	2020	2021
EBITDA Unit: MB		
	4,104	25,818
EPS (THB/Share)	2020 (5.50)	2021 5.25
		7,624
PAT (attributable to owners of parent)	(6,967)	

Bangchak Group's New High Record, the New Era awaits...

Accelerate EBITDA through
"Green Portfolio" expansion



■ Consolidated EBITDA ■ PAT*

Unit: MB



*Profit attributable to the owners of the company

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02 Financial Performance



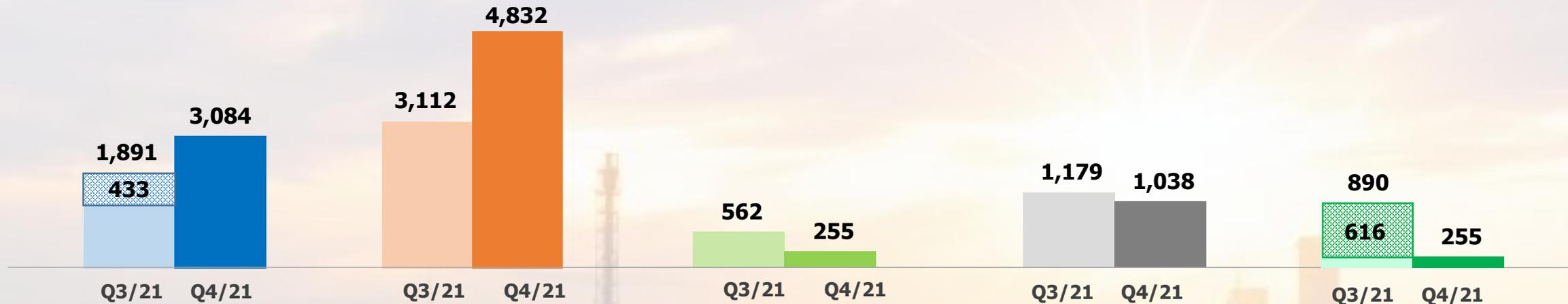
03 Business Update and Going Forward



Q4/2021 BCP Group Accounting EBITDA by Business Unit

Q4/2021 **9,281 MB**
Accounting EBITDA

■ Accounting EBITDA
 ■ One-time items
 (Unit: MB)



Refinery & Trading

- **Crude run 112.2 KBD** (94% run rate) increased 1% QoQ from 111.4 KBD (93% run rate)
- **Operating GRM 6.79 \$/BBL** from 3.07 \$/BBL in Q3 from better in crack spreads
- **Inventory gain (Net NRV) of 1,355 MB**

(Q3 extra income from the delayed construction penalty of 433 MB)

Natural Resources

- OKEA performance improved from
 - **Realized price continued to increase**
 - **Sales volume +7% QoQ** from Ivar Aassen

Marketing

- **Total sales volume +31% QoQ** by the easing of COVID control measures
- **MKM 0.54 Bath/Litre** from 0.73 Bath/Litre in Q3, pressured by government policy to cap diesel price
- **Inventory gain (Net NRV) of 186 MB**

Power Plant

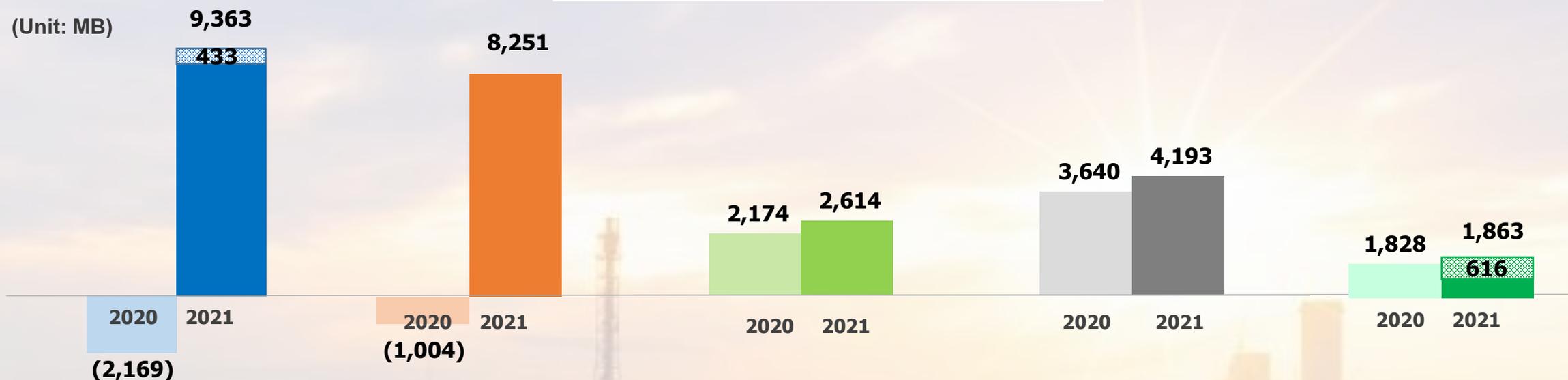
- **Total electricity sales -20%** mainly from lower contribution from Laos Hydro power project due to seasonal factor
- **Share of profit of 152 MB**

Bio-Based Products

- Under the IPO process -

FY 2021 BCP Group Accounting EBITDA by Business Unit

FY2021 **25,818 MB**
Accounting EBITDA



Refinery & Trading

- **Crude run 99 KBD** (83% run rate) increased 2% YoY from 97.2 KBD
- **Operating GRM 4.52 \$/BBL** from 3.20 \$/BBL in 2020 mainly by increase in crack spread of most products and in UCO yield
- **Inventory gain (Net NRV) of 5,966 MB** vs. loss of 4,379 MB in 2020



Natural Resources

- 2020 EBITDA included share loss of 914 MB from OKEA, which was hit by low oil&gas price and impairments
- 2021 EBITDA: **OKEA was firstly consolidated in Q3**
 - 1H included share gain of 371 MB from OKEA
 - 2H consold OKEA EBITDA of 7,832 MB



Marketing

- **Total sales volume -6% YoY.** Sales was pressured by the more intense COVID prevention measures and WFH policy
- **MKM 0.72 Bath/Litre** from 0.84 Bath/Litre in 2020, pressured by government policy to cap diesel price in Q4/2021
- **Inventory gain (Net NRV) of 734 MB**



Power Plant

- **Share of profit of 600 MB** vs. 270 MB in 2020
- **Total electricity sales +13%** mainly from higher rainfalls in Laos Hydro power project compared to the previous year



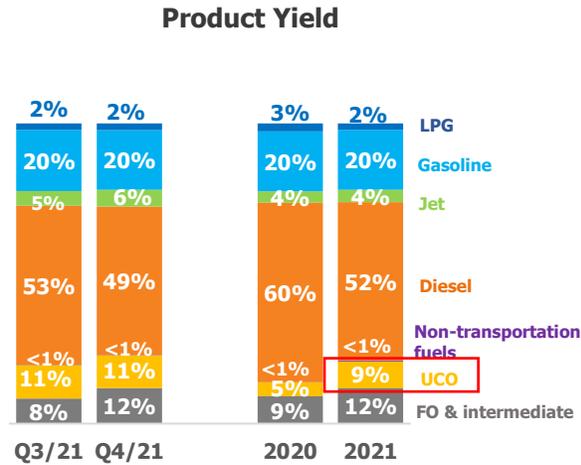
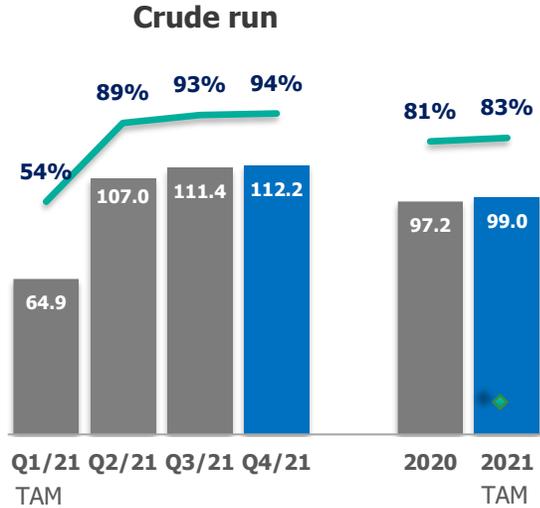
Bio-Based Products

- Under the IPO process -

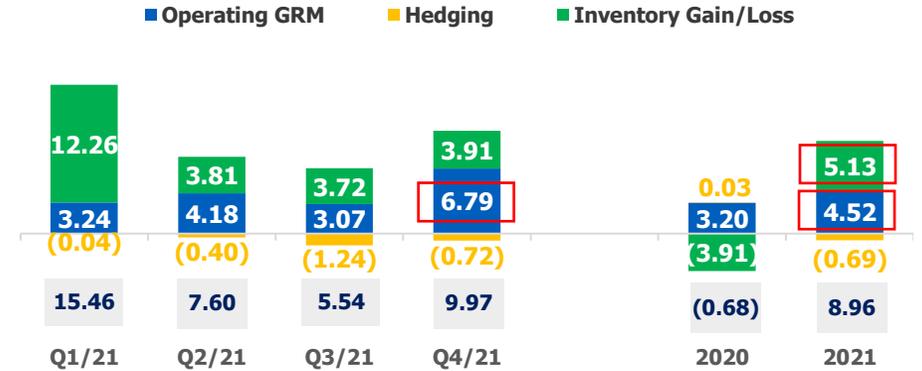


Refinery and Trading Business: FY2021 EBITDA 9,363 MB

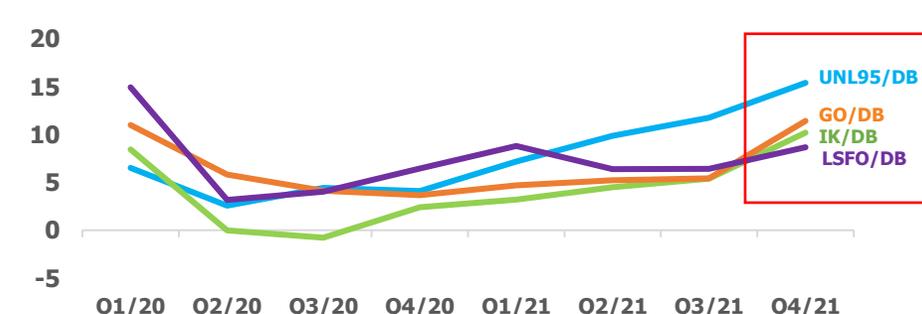
Production Profile



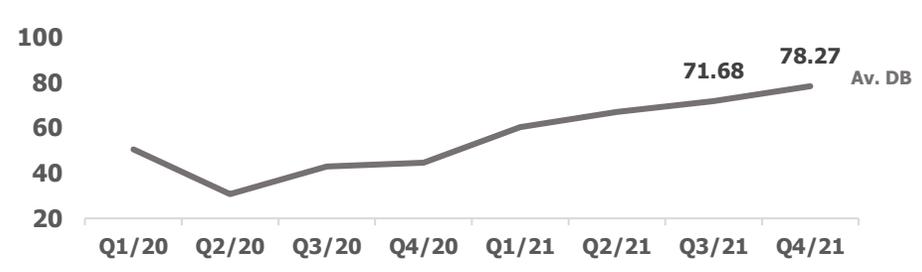
GRM Performance (\$/BBL)



Crack Spreads (\$/BBL)



Avg. Oil Price (\$/BBL)



FY2021 vs. FY2020

- The company has successfully **increased UCO production yield to 9%**, achieving the target **to become a niche product refinery**
- **Overall refinery performance was significantly improved** primarily from
 - **Higher refining margin** mainly by increase in crack spread of most products and in UCO yield
 - **Inventory gains of 5,966 MB (Net NRV)**, as global oil prices rallied from demand recovery and 2020 oil price war



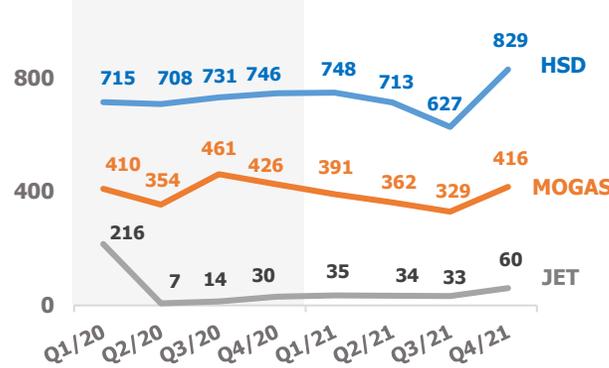


Marketing Business: FY2021 EBITDA 2,614 MB

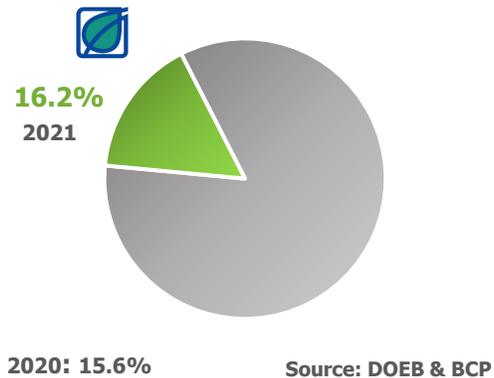
Total Sales Volume (ML/Mo)



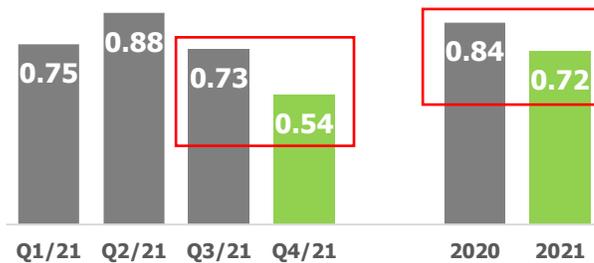
Sale Volume by Product (ML)



Retail Oil Market Share (%)



Net Marketing Margin (Baht/Litre)



Net Marketing Margin of Bangchak only
(excluding Inventory Gain/(Loss) and NRV)

FY2021 vs. FY2020

- Delta variants led the government to deploy maximum measure in the strictly controlled areas, including WFH measure in public and private sectors pressured **Y2021 sales volume to drop 6% YoY**
- As the company effectively deployed marketing campaign to drive more sales resulting in the year **2021 market share to be 16.2%**
- **Net marketing margin per unit declined 14% YoY.** The margin was extremely pressured by the government policy to cap diesel price started in late Oct

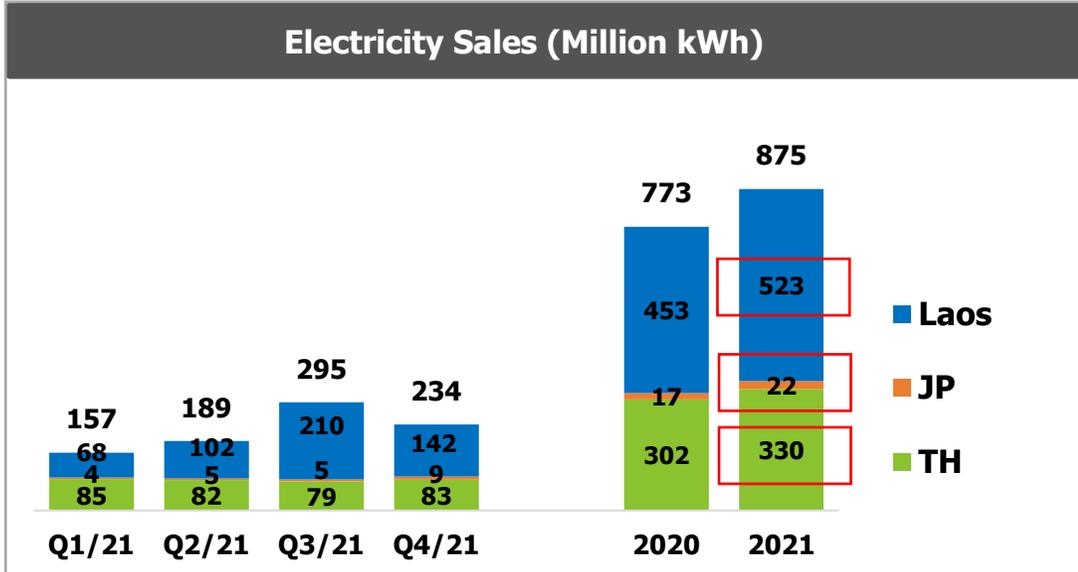


- **Bangchak has continuously expanded its outlets for both oil and non-oil, as of 31 Dec 2021:**

- 1,277 service stations
- 817 Inthanin coffee shops
- 202 Minimarts



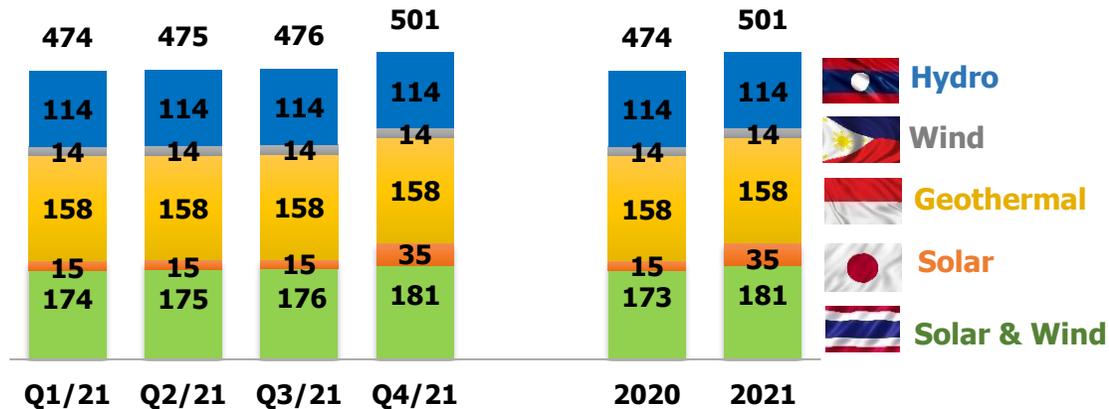
Power Plant Business: FY2021 EBITDA 4,193 MB



FY2021 vs. FY2020

- **Share of profit 600 MB**, +122% YoY from 270 MB in 2020, mainly from
 - Geothermal power plant 577 MB: significantly increased due to higher tariff rate and lower finance cost
- **Electricity sales +13% YoY attributed to**
 - **Laos hydropower sales +15%** from the increase in the amount of rainfall, and the Nam San 3B, acquired in late February 2020, full year recognition
 - **Japan solar power sales +29%** attributed to the new 20 MW from November COD
 - **Thai solar power sales +9%** due to the full year recognition of 20 MW acquired in August 2020 in coupled with efficiency improvement in power generation
 - Thai wind power sales +15% from better wind speeds

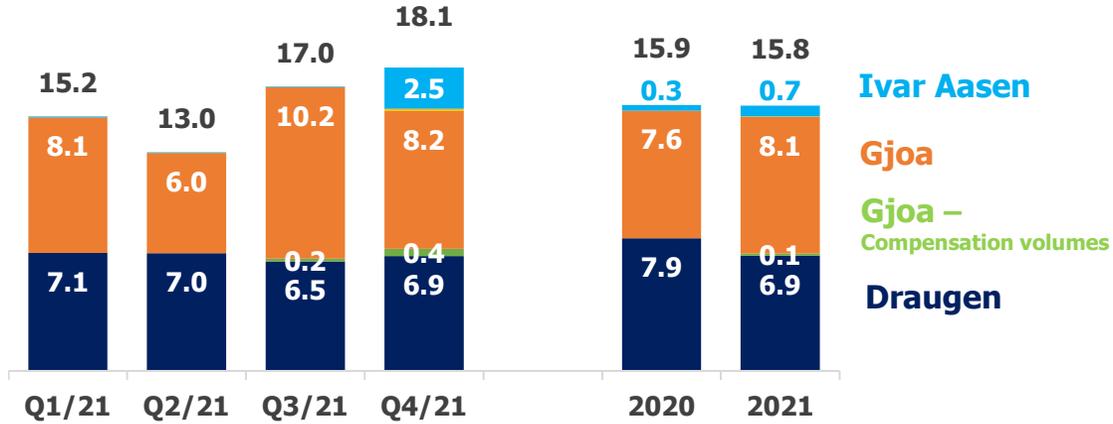
Operating Capacity (MW PPA)





Natural Resources Business: FY2021 EBITDA 8,251 MB

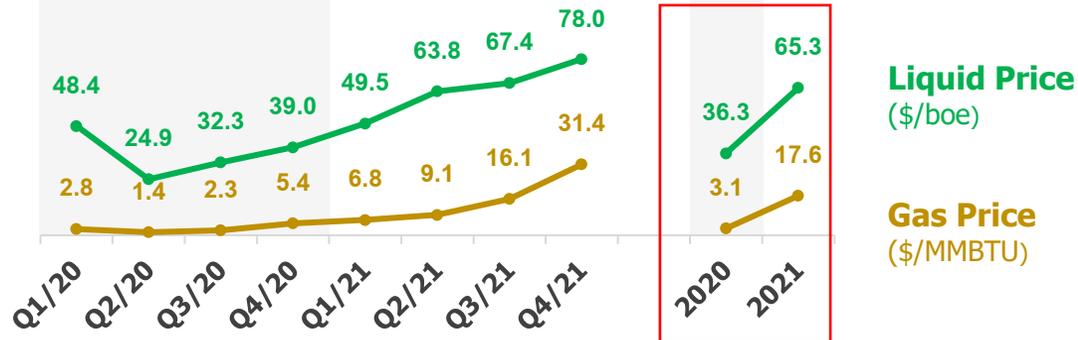
Sales Volume - Net to OKEA (kboe/d)



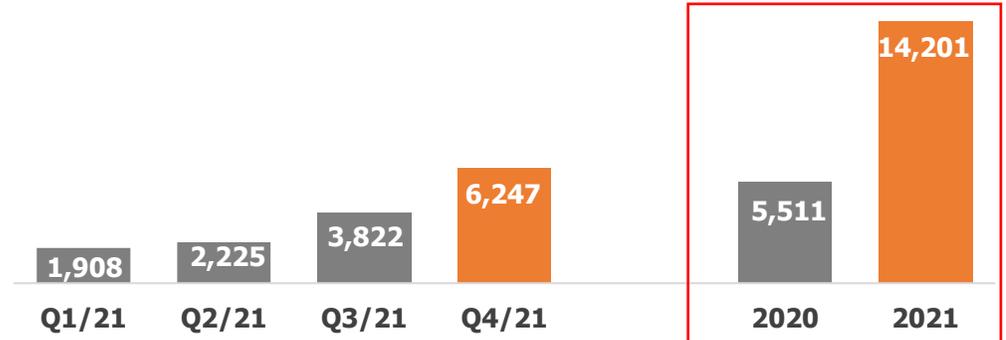
FY2021 vs. FY2020

- 2021 EBITDA shifted as OKEA was firstly consolidated in Q3/2021
- **OKEA's EBITDA substantially increased following the oil and gas price that spiked up in 2021**
- Natural resources business group also recorded 122 MB gain from sales of investment in BCPE (net of exchange rate) in Q3

Realized Price



Revenue from crude oil and gas sales (MB)



Source: OKEA

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2021 Event Highlights

Debentures Issuance:

- **BBGI 1,300 MB bond issuance** in May
- **BCPG 12,000 MB Green bond issuance** in September
- **BCP 7,000 MB bond issuance** in November



Change in investment status:

Controlled over OKEA ASA in Jul

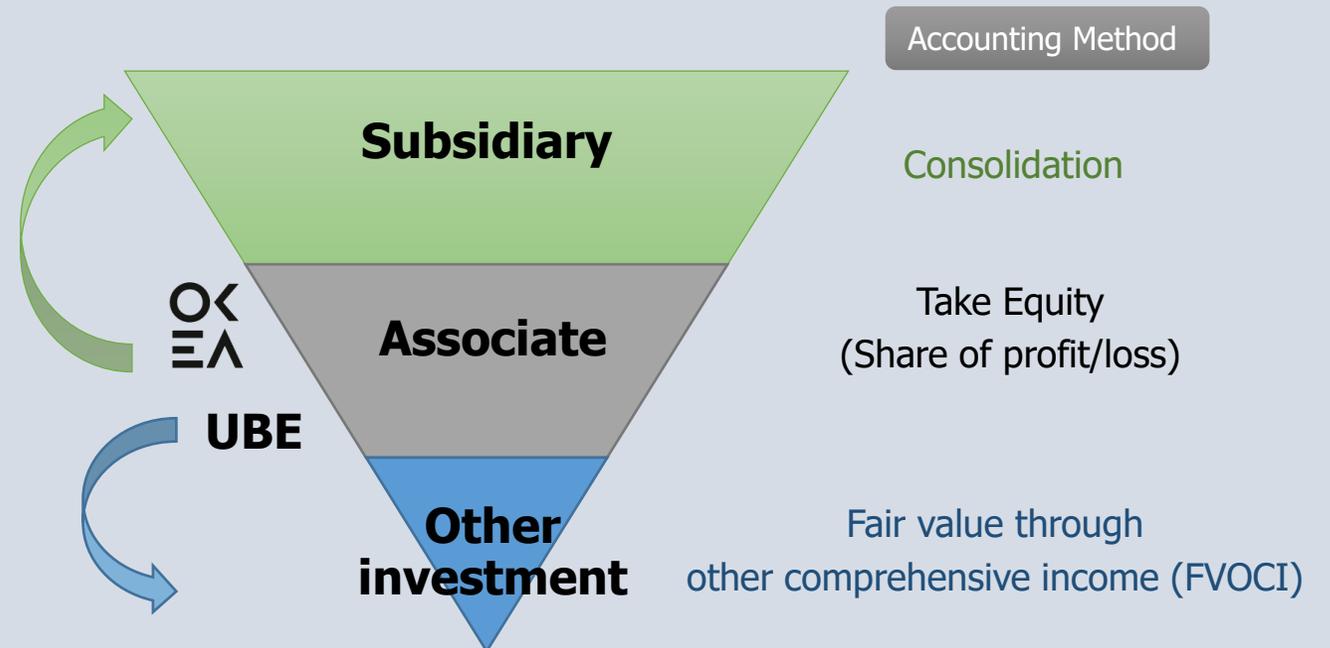
- 1H: Take share of profit
- **2H: Consolidation**
- Goodwill \uparrow 2,365 MB from PPA assessment

Disposed some of UBE shares in September

- % of shareholding changed from 21% to 13%
- Previously: Take share of profit

Currently: FVOCI

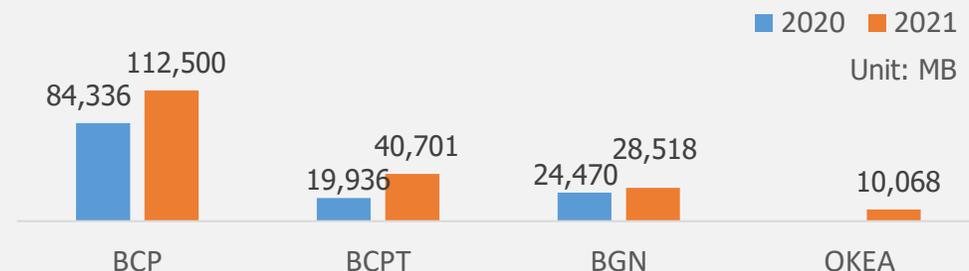
- Recognized gain on sale of shares 616 MB



Consolidated Statement of Income

Statement of Income (Unit:MB)	FY2020	FY2021	YoY
Revenue	136,450	199,417	46%
Cost of goods sold	(132,122)	(175,744)	33%
Gross Profit	4,328	23,673	447%
Other incomes	533	1,279	140%
Selling and administrative expenses	(7,141)	(7,669)	7%
Loss from derivatives	17	(1,274)	N/A
Gain on foreign exchange	732	251	N/A
Gain on fair value of investment	0	614	N/A
Gain on disposal of investment	0	120	N/A
Loss from impairment of assets	(2,375)	(1,358)	N/A
Profit from operating activities	(3,907)	15,635	500%
Finance costs	(1,969)	(2,540)	29%
Impairment loss (TFRS9)	(891)	(30)	N/A
Share of profit (loss) of associate and JV	(592)	1,042	N/A
Profit before income tax expense	(7,359)	14,108	292%
Tax	1,589	(4,263)	N/A
Profit for the period	(5,770)	9,845	271%
Owners of parent	(6,967)	7,624	209%
Non-controlling interests	1,197	2,221	
Earnings per share (Baht per Share)	(5.50)	5.25	

❖ Revenue



❖ Gross profit increased significantly mostly attributed to Petroleum related business

- Huge inventory gains of 6,698 MB (Net NRV) compared to the last year (-4,743 MB)
- OKEA's contribution of 7,037 MB substantially increased following with highly favorable oil and gas market condition

❖ Loss from impairment of assets, mainly from OKEA's impairment at Yme due to accounting effect from transfer ownership of a rig

❖ Share of profit increased attributed to

Main attributors	FY2020	FY2021
Star Energy Group Holdings Pte. Ltd	233 MB	577 MB
OKEA ASA	(914) MB	1H/2021 *371 MB

*before change of recognition method to consolidation

Consolidated Statement of Financial Position

Assets

Unit: MB

▲ 36%

148,323 MB

201,785 MB



Cash & Equivalentents

Trade & Other Current Receivables

Inventories

Others Current Assets

Other Non Current Assets

PP&E

31 Dec 20

31 Dec 21

Items	Change	Main factors
Trade & Other Current Receivables	+138%	<ul style="list-style-type: none"> • BCP group exc. OKEA +4,744 MB, mostly from BCP's trade receivable by higher product price and export volume and BCPG's EDL receivable • OKEA 4,087 MB
Others Non Current Assets	+36%	<ul style="list-style-type: none"> • 15,214 MB from OKEA which mostly was Indemnification assets 11,394 MB (Receivable of Draugen & Gjoa decommissioning cost from the seller)
PP&E	+27%	<ul style="list-style-type: none"> • BCP group (exc. OKEA) investment 7,366MB, mostly from <ul style="list-style-type: none"> • BCP 3,063 MB • BCPG 3,565 MB • BBGI 574 MB • Depreciation (exc. OKEA's) 4,474 MB • OKEA 11,410 MB (Net of Oil & gas properties, depreciation and PPA on investment in OKEA)

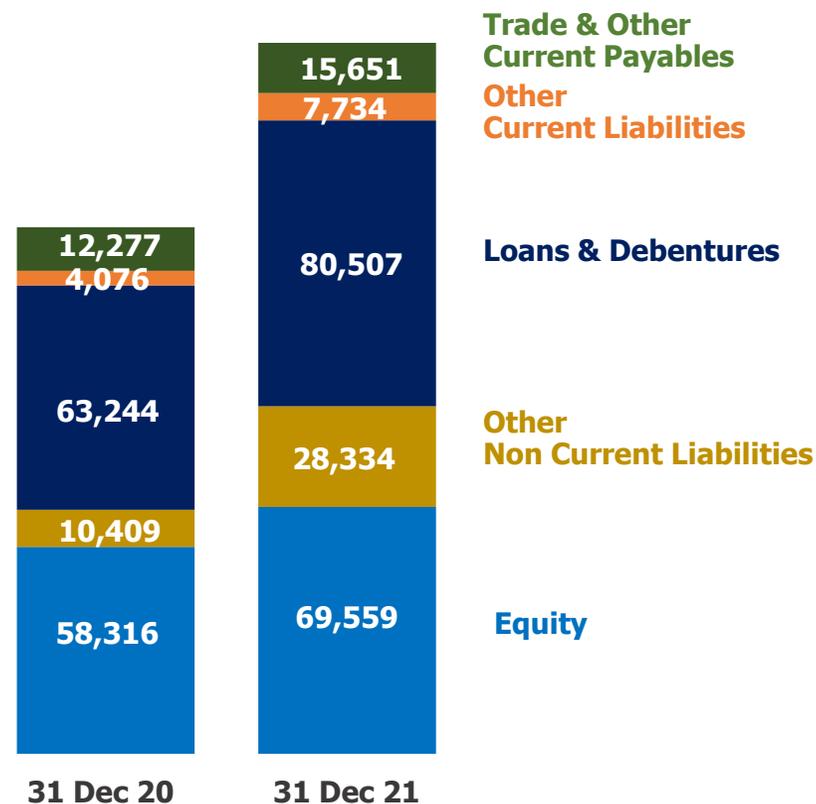
Consolidated Statement of Financial Position

Liabilities & Equities

Unit: MB

148,323 MB

201,785 MB



Unit: MB	31 Dec 20	31 Dec 21	Change
Total Liabilities	90,006	132,226	▲ 47%
Total Equity	58,316	69,559	▲ 19%

Items	Change	Main factors
Loan & Debentures	+27%	<ul style="list-style-type: none"> OKEA debentures 10,504 MB BCP, BCPG and BBGI debentures issuance 20,284 MB LT loan and debentures repayment 16,377
Other NCL	+172%	<ul style="list-style-type: none"> OKEA Decommissioning cost 15,570 MB
Equity	+19%	<ul style="list-style-type: none"> Net profit of 9,845 MB Dividend payment -2,672 MB Coupon payment on perpetual bond -500 MB Exchange differences on translating financial statements +1,984 MB <p><u>One-time items:</u></p> <ul style="list-style-type: none"> BCPG's warrant exercise from third party +1,476 MB Changes in ownership interests in subsidiary +760 MB

Consolidated Statement of Cash Flow

As of Jan 21

Beginning Cash
21,651 MB

Cash from OKEA Consolidation
5,011 MB (at 1 July)

Cash movement
5,111 MB

Effect of exchange rate changes
249 MB

Ending Cash
32,022 MB

As of Dec 21

Unit: MB

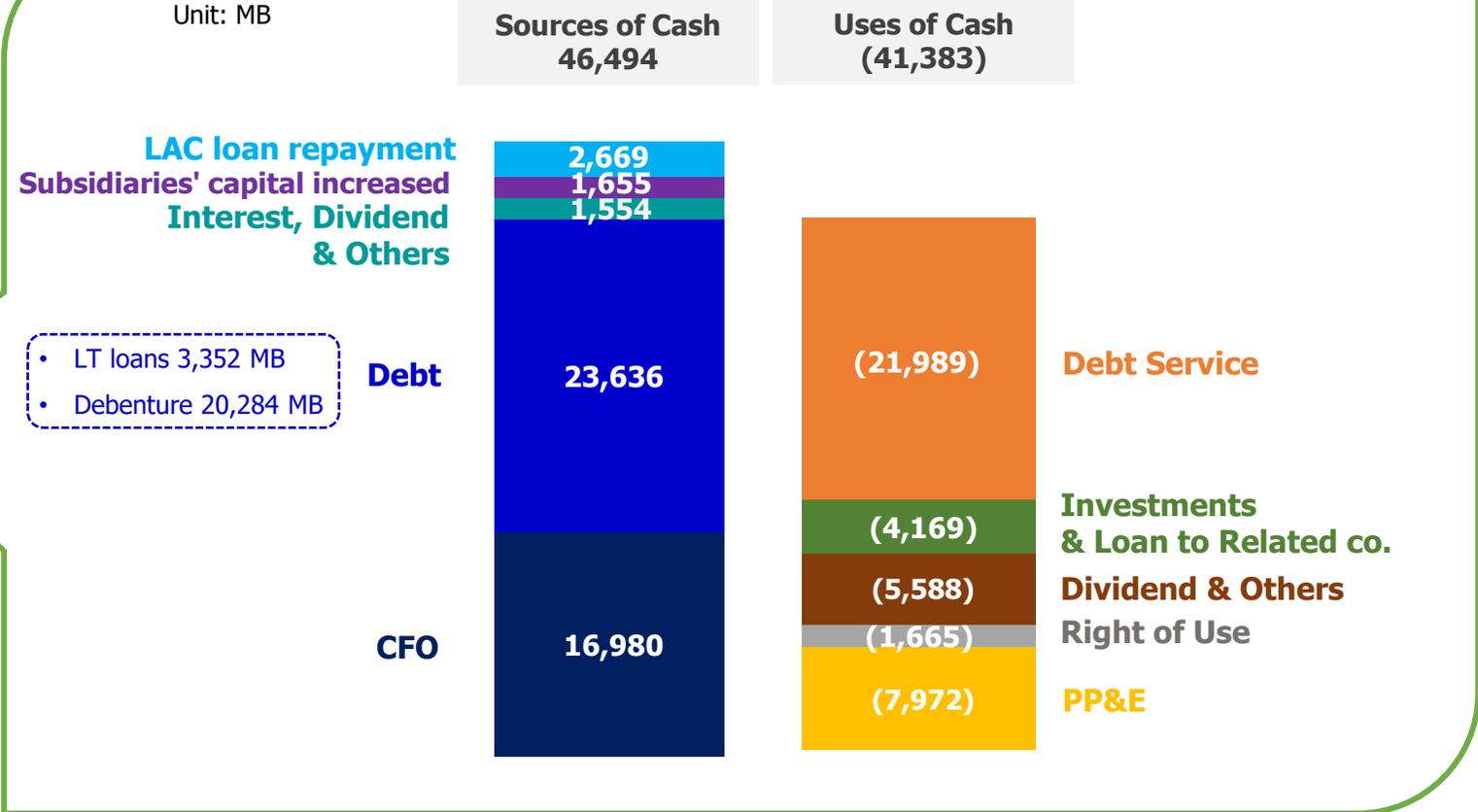


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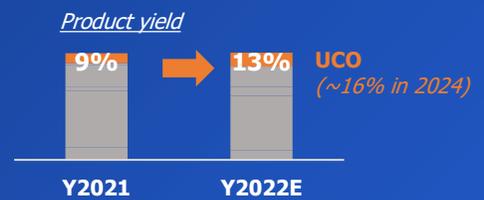


Aims for High Run Rate and Higher Niche Product

Crude run: KBD
DB: \$/BBL

	2021	Q1/2022E	2022E
Crude run (KBD)	99.0	120	120
DB (\$/BBL)	69.4	85 – 90	90

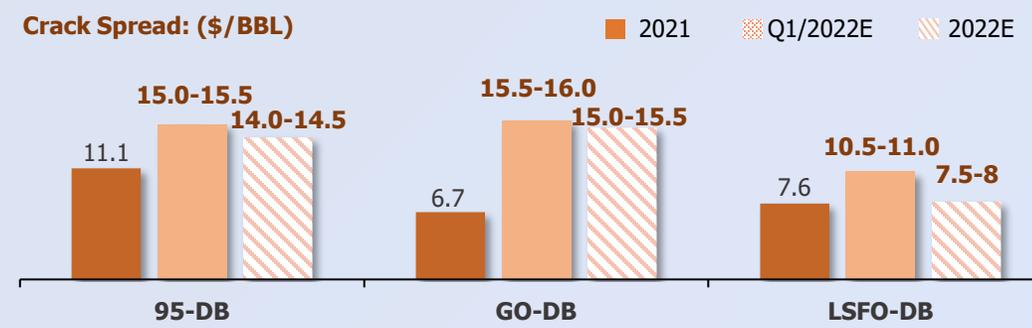
- Crude run at maximum capacity ~120+ KBD as demand rises
- Produce more high-value **UCO**



Turnaround cycle extension:



- **Logistic optimization:** add benefits along the international and domestic supply chain (**BCPT & BFPL**)



BPR: Work, yield, Logistic and Energy Efficiency Improvement

2022 Estimated Benefit of 1,200 MB



Succeeded as a Thai Leader Trading Company

- Synergy and Collaboration within the BCP group
- ... aims for **Carbon & Lithium Carbonate trading**
- Enhance 3rd party (Out-Out)



- **Value Added Activities**
Products Blending, Entering to bunker market, High-margin niche products; UCO, solvent, biofuel
- **Logistics Optimization through supply chain**

Emphasizing on Retail Growth and Premium Products



Service station

1,277

as of Dec 2021

Standard Type **662 sites**

COOP Type **615 sites**

Network Expansion

2021 **1,277** Stations → **+80 to 100** Stations (gross) 2022

Focus on: Standard type and JV type

Unique Design Service Stations



Thruput (KL/MO/SS)

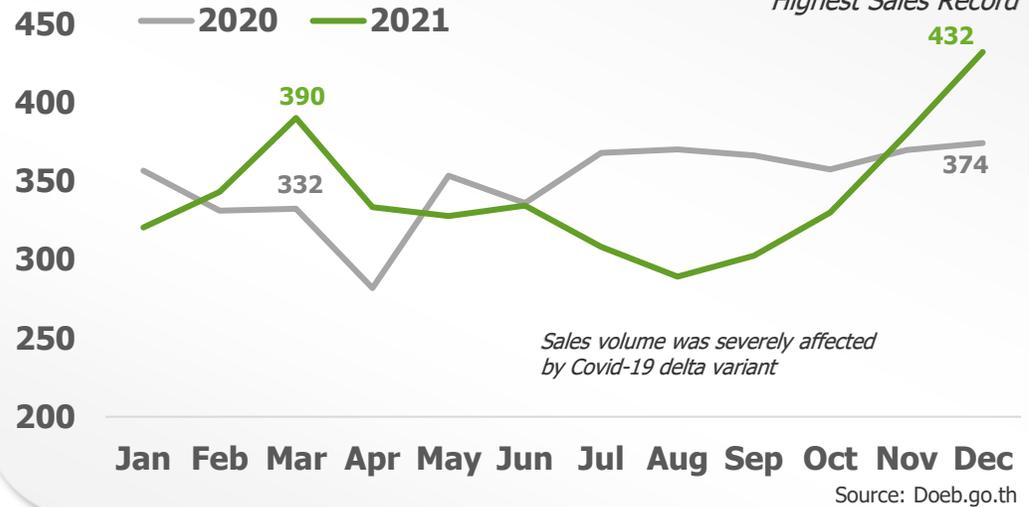
Unique Design **500-800**

Standard Type **300-500**

COOP **150-200**

2021 **44** stations → **+20** stations 2022

RM Sales Volume (ML/MO)

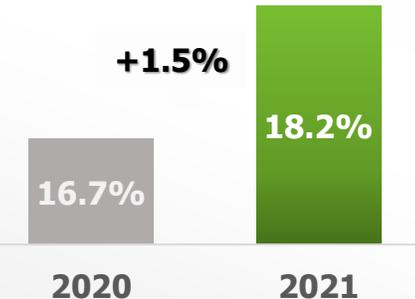


Target Average sales **+18%**



Source: Doeb.go.th

BCP's E20 Market share



Source: Doeb.go.th



high quality fuel for its highest performance



Continuously Introduce More Food and Beverages Choices

817 Inthanin

516 sites in S/S
301 sites out S/S

stores as of Dec2021



INTHANIN 2021 SUPER YEAR BRAND



Sales through Online Delivery Platform

+ 185% YoY



No. of stores

	2021	817	➔	2022	1,000
		Stores			Stores
	<small>As of Dec 2021</small>				

	15	➔	+20
<i>Dakasi</i>	Stores		Stores

Sales Growth

Total cups/Day

+20%
YoY

Revenue (MB)

+18%
YoY

FoodTrucks

9 stations in 2021 ➔ **26** stations in 2022

New business model, ready for the growth engine

- Top leading food brands, to enable convenience for multi-generation customers



- Grab & GO with Street Food and Truck, special but inexpensive dishes from our food experts



Street food franchise



Ramen



Magic Food Truck

EV Infrastructure Development and Lube Market Penetration

EV Chargers on Major Routes across The Country

2022 Target: **246** stations

Ready-to-Use in **70** Bangkok Stations

Covering **37** Provinces

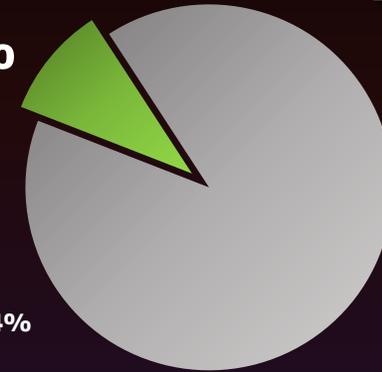
As of Dec 2021



Domestic Lubricant Market Share



2021
9.9%



2022 Target
10.5%

2020: 9.4%

Source: DOEB & BCP



bbgi BIOTECHNOLOGY BEYOND BIOPOWER

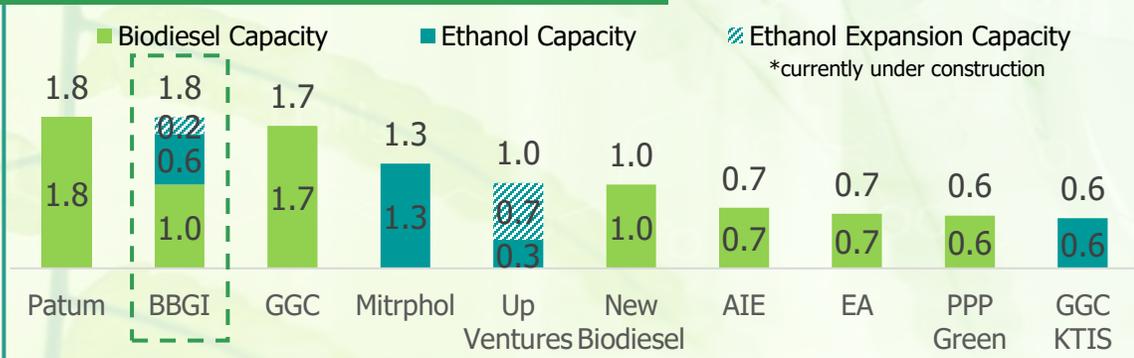
Thailand **First Fully Integrated Biofuel Producer**



1,800,000 LPD Capacity
TOP 2 Largest Biofuel Producer
2 Largest Ethanol Producer
3 Largest Biodiesel Producer

Source: DEDE

Top 2 among biofuel players in Thailand



Collaborate with World Class Player through Investing and Partnering to Bring Bio Business to **"New Frontier"**

Synthetic Biology Investing in Manus



Advanced bacteria fermentation tech to convert sugar into natural ingredients



Partnering with Manus



Exclusive Manufacturing License and Distributor in 12 Countries



Distribution Platform Distributing HVP

Business-to-Customer (B2C)



Food & Health Supplement

Online Channel



Offline Channel



Business-to-Business (B2B)

Trading Bio-ingredients from Top-Tier Producer to gain insightful info



Astaxanthin

IPO in March 2022

Other Subsidiaries with the Shiny Outlook



- ✓ **2022 Performance** drivers:
 - **Japan solar projects**
 - **45 MW solar COD plan in Q1/2022** (Komagane & Yabuki)
 - The **first full-year contribution of 20 MW** Chiba 1 (COD in Nov 2021)
 - **M&A of operating projects**
- ✓ **2022 EBITDA growth of >25%**
- ✓ Current **469 MW Taiwan solar farms in development to COD from Q4/2022 – 2H/2025**, and **aim to achieve 1 –2 GW in near future**
- ✓ **230 MW Laos wind farm** to COD 2025, plus potential **right to participate 1 GW with partner**



- ✓ **Production guiding** net to OKEA
 - **2022: 18,500-20,000 boepd**
- ✓ **Strong cash positive** to prepare for acquisition
- ✓ Newly **awarded 4 licenses**, 3 of which as operator
- ✓ **Oil and gas markets significantly strengthened**
Dated Brent price climbing above 90 \$/BBL, and European gas prices remain at high level

Hydrogen: Stepping toward More Sustainable Energy Solutions



invest 40%



Transitus Energy

Transitus Energy transits oil and gas upstream operations to cleaner energy by repurposing mid-to-late-life natural gas fields in the North Sea, operating carbon dioxide storage assets developed from depleted gas fields and aquifers, and **transitioning natural gas production to blue hydrogen**, and **finally to re-engineer infrastructure to produce green hydrogen**

2022 Performance Guidance

Natural Resources

- 2022 Production guiding of 18,500-20,000 boepd
- Strong cash position, from high oil and gas price, for executing on the growth strategy
- Seek for additional licenses added to portfolio

Bio-Based Products

- IPO in March 2022
- Expand toward high value products in health and well-being. To affirm BBGI's readiness for being Leader of synthetic biology in Thailand

Refinery & Trading

- Average Crude run of 120 KBD
- DB price @ 90 \$/BBL
- Head toward more niche product refinery, UCO portion of 13%
- Aim for BCPT EBITDA to increase from 8.4MUSD to 15MUSD

Marketing

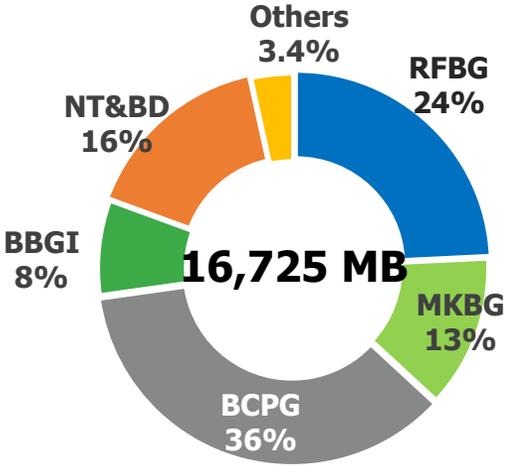
- Continue expanding retail network 80 to 100 stations, including ~20 unique design service stations
- +23% total sales volume and +18% RM sales volume
- 246 Bangchak stations with EV chargers

Power Plant

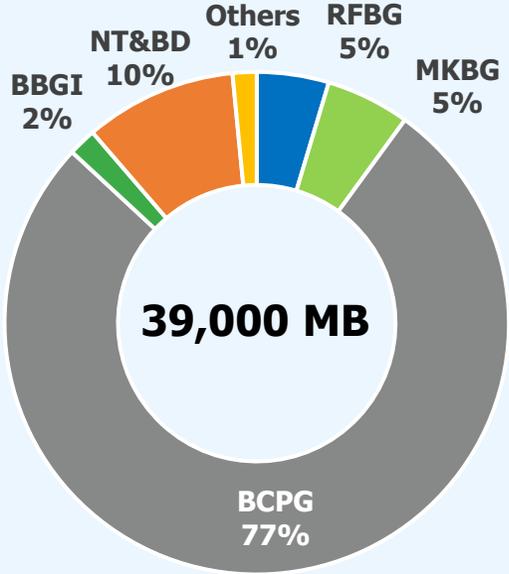
- New 45 MW Japan solar projects COD in Q1/2022
- The first full-year contribution of Chiba 1 (20 MW)
- M&A of operating projects
- EBITDA target growth >25%



CAPEX 2022: Growing More Green Portfolio Portion



Actual Y2021



Y2022

Group CAPEX	2022 CAPEX
Refinery (RF+Trading)	1,800
<i>BAU</i>	<i>1,300</i>
<i>Growth</i>	<i>500</i>
Marketing (MK+BCR+BGN)	2,100
<i>BAU</i>	<i>300</i>
<i>Growth</i>	<i>1,800</i>
BCPG	30,000
BBGI	700
Natural Resources & Business Development	3,800
Other (BiiC & Holding)	600
Total	39,000

THANK YOU

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