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<hr/>		
9.18)	<b>Name</b>	Slaughter and May
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#### (10) Advisor to the Board of Directors

- None -

## 8.2 Other Significant Information

Other information that has a significant impact on Investors' Decision

- None -

Restrictions on Foreign Shareholders

- None -

## 8.3 Legal Dispute

As of December 31, 2025, there is no outstanding legal dispute which the Company or one of the Company's subsidiaries is a party that can significantly affect our operation or the subsidiaries', excluding dispute from the normal operation and circumstance. Regarding the class action lawsuit brought by a group of Indonesian seaweed farmers against PTTEP Australasia (Ashmore Cartier) Pty Ltd (PTTEP AAA), a subsidiary of PTTEP, in the Federal Court of Australia in 2016, claiming for the damages allegedly caused by the 2009 Montara incident, the distribution process in accordance with the approved distribution scheme has been completed and the case has been dismissed and concluded on April 30, 2025.

## 8.4 Secondary Market in Case of Listing on the Stock Exchange of Other Countries

- None -

# Driving Business for Sustainability

Beyond pursuing business growth through efficiency enhancement and cost optimization driven by technology and innovation, PTTEP places great importance on responsible business conduct across environmental, social, and governance (ESG) dimensions, simultaneously supporting both the Company's and Thailand's Net Zero Greenhouse Gas Emissions targets. At the same time, PTTEP continuously fosters a strong Safety, Security, Health, and Environment (SSHE) culture across all work processes, minimizes environmental impacts, and actively supports the conservation and restoration of natural resources. Collectively, these efforts aim to create long-term value for stakeholders and society at large, ensuring shared growth as the Company advances toward sustainability.



## 9. Pathway to Sustainability



PTTEP has developed a Sustainability Framework rooted in the principles of High Performance Organization (HPO), Governance, Risk Management, and Compliance (GRC), and Sustainable Value Creation (SVC), encompassing all dimensions of the Company’s operations. The Company emphasizes creating the right balance of economic, social, and environmental aspects, believing that a strong business foundation provides the capability and strengthen to deliver value to the world (From We to World). Additionally, PTTEP’s sustainability supports 17 United Nations Sustainable Development Goals (UN SDGs), focusing on Goals 3, 7, 8, 9, 12, 13, 14, 15, and 16 which are directly related to the Company’s strategies and long-term targets.

To reinforce the Sustainability Framework, PTTEP dedicates to implementing a wide range of initiatives focusing on business excellence, climate action, ocean sustainability, social value creation, and the strengthening of the core corporate culture. In parallel, the Company emphasizes enhancing workforces’ sustainability knowledge and understanding through e-learning programs and multi-channel knowledge-sharing initiatives, enabling personnel to effectively apply sustainability knowledge into the Company’s business operations.

## 9.1 Driving Business Excellence

PTTEP adheres to driving the organization towards business excellence in alignment with the Company's business strategies: Drive Value – strengthening and monetizing the petroleum exploration and production business – and Diversify – expanding into new business opportunities. This approach encompasses various aspects of business operations, including ensuring national security in the countries where PTTEP operates, optimizing costs and enhancing operational efficiency, and leveraging digital technology to drive the organization. The Company also places strong emphasis on developing workforce capabilities alongside advancements in technology and innovation to support both core and new businesses. These efforts enable PTTEP to adapt to global societal trends and proactively address future business challenges.



Generated over USD **70** million  
in **cost savings** through  
the GoT SAVE Project



Accumulated over **100** major  
**digital projects**, delivering total  
returns of over USD **750** million  
from completed projects.

### 9.1.1 Enhancing Operational Efficiency and Cost Optimization Through the GoT SAVE Project

PTTEP focuses on enhancing operational efficiency and optimizing costs to ensure competitiveness while sustainably supporting national energy security. To reinforce this commitment, the Company established the GoT SAVE (Gulf of Thailand Synergy, Aspiration, and Value Enhancement) Project as a strategic initiative to drive operational efficiency and cost optimization across offshore production assets in Thailand, with a strong emphasis on safety, reliability, and environmental responsibility. The GoT SAVE Project is implemented across four key areas: well costs, wellhead platforms, operating expenditure (OPEX), and decommissioning costs. A dedicated

GoT SAVE Taskforce was established to drive value enhancement across natural gas fields in the Gulf of Thailand, ensuring sustainable achievement of long-term targets. The project includes organizing workshops, sharing best practices, and setting common standards, supported by a clear execution roadmap. In addition, GoT SAVE contributes to greenhouse gas emissions reduction through optimized marine fuel use and fewer offshore trips, and has already generated more than USD 70 million in cost savings registered in 2025.

Under the GoT SAVE Project, PTTEP also encourages the reuse of E&P main structures in support of the Circular Model for E&P strategy – one of the Company's sustainability strategies – to maximize resource utilization and reduce operational waste.



Topside Reuse

In 2025, the Company relocated and installed wellhead platform topsides (Topside Reuse), completing two wellhead platforms for the G1/61 Project and one for the Arthit Project. The Company additionally plans to reuse the wellhead platform jackets (Jacket Reuse), which have passed engineering design and external certification and are currently undergoing decommissioning approval by the Department of Mineral Fuels. Moreover, PTTEP is collaborating with the Department of Fisheries to study the use of jackets from wellhead platforms as artificial reefs (Jacket Repurpose) to create marine habitats for fisheries, supporting the conservation, restoration, and sustainable balance of marine biodiversity. Approval from relevant authorities is currently being sought to proceed with this initiative as planned.

### 9.1.2 Transforming Ideas into Action and Building a Digital Learning Ecosystem

PTTEP remains committed to advancing our digital transformation journey through the DigitalX initiative toward becoming a Digital-Driven Organization. This transformation is underpinned by the strengthening of operational and information technology foundations, enhanced data management, digital application development, and build-up of digital skills. PTTEP emphasizes empowering employees at all levels to turn ideas into practical solutions by developing applications tailored to their work processes. These efforts include utilization of advanced technologies, such as artificial intelligence (AI) in drilling to improve accuracy, optimize cost and time, and increase petroleum reserves. Real-time data analytics are also applied to enhance

production processes, improve safety, and minimize losses. In addition, AI and automation are deployed in predictive maintenance to reduce safety risks and improve maintenance cost management effectively.

In 2025, PTTEP established the DigitalX Incubation Center to cultivate a digital learning ecosystem, providing an integrated environment for sustainable skill development through the DigitalX Academy program. The program emphasizes self-implementation, enabling employees to develop basic applications and digital solutions applicable to their daily work. More than 2,000 employees have participated in the learning program, resulting in improved operational efficiency, reduced repetitive tasks, and shorter process cycle times. The program has elevated employee proficiency in digital technologies and fostered collaborative network and community of practitioners through the DigitalX CoP (Community of Practice). The digital learning ecosystem is further reinforced through diverse activities, including knowledge-sharing forums, employee-led application demonstrations, and cross-functional collaboration within the DigitalX CoP. These efforts promote continuous learning and innovation while embedding a sustainable digital culture throughout the organization.

Since that launch of PTTEP's Digital Transformation initiatives in 2019, more than 100 major digital projects have been developed across the organization. These projects have yielded tangible benefits, including increased production volumes, cost reductions, and improved operational efficiency. Completed projects have generated an accumulated total return of over USD 750 million, clearly demonstrating the concrete success of these initiatives.



DigitalX Incubation Center Open House

## 9.2 Advancing Climate Action

PTTEP acknowledges the escalating impacts of climate change and the growing challenges associated with the energy transition. In response, the Company has announced a target to achieve Net Zero Greenhouse Gas (GHG) Emissions by 2050, supporting a sustainable transition and climate action. The target covers both direct (Scope 1) and indirect (Scope 2) emissions from the E&P business under PTTEP’s operational control. The interim targets have also been established to reduce GHG emissions intensity by at least 30% by 2030 and 50% by 2040, compared to the 2020 base year.

The infographic is a dark blue rectangle divided into four quadrants by white dotted lines. Each quadrant contains an icon, a title, and a key achievement. The top-left quadrant features an icon of an offshore oil rig with a 'GHG' label and a downward arrow, representing reduced emissions. The top-right quadrant shows a green leaf with a water droplet and a 'GHG' label, representing forest conservation. The bottom-left quadrant has a circular icon with 'GHG' and a downward arrow, representing reduced intensity. The bottom-right quadrant shows a green leaf with a stack of coins and a 'GHG' label, representing community income.

- Reduced GHG emissions** over **568,000** tonnes of CO<sub>2</sub> equivalent through emissions reduction initiatives across PTTEP’s operations.
- Achieved cumulative forest conservation and restoration** over **156,000** rai of land
- Reduced GHG emissions intensity** **19.5%** compared with the 2020 base year
- Increased cumulative income for local communities** over USD **7.4** million through forest conservation and restoration

### 9.2.1 Implementing Greenhouse Gas Emissions Reduction Projects

Driven by a dedication to implementing substantial GHG emissions reduction projects, PTTEP reduced GHG emissions by more than 568,000 tonnes of CO<sub>2</sub> equivalent in 2025 through emissions reduction initiatives across PTTEP’s operations. These efforts were delivered through the continued implementation of measures such as flare gas recovery and utilization, energy efficiency improvements, production efficiency

enhancement, and systematic methane management. As a result of these initiatives, together with other emission management measures, PTTEP achieved a reduction in GHG emissions intensity of 19.5% compared with the 2020 base year. In 2025, there are several key initiatives include the innovation of Extremely Low BTU Flare Tip, enhanced methane management, and the development of the Carbon Capture and Storage (CCS) project at the Arthit gas field.



Arthit Project in the Gulf of Thailand

PTTEP developed the innovation of Extremely Low BTU Flare Tip through research and technology development, improving combustion efficiency while ensuring operational safety on the offshore production platform. Test results indicated that the technology can reduce GHG emissions by approximately 50,000–70,000 tonnes of CO<sub>2</sub> equivalent per year. The innovation has already been implemented at the G2/61 Project's offshore platform in the Gulf of Thailand. PTTEP has registered a petty patent for this technology and plans to expand its deployment to other domestic and overseas platforms in the future.

The Company has also stepped up methane emissions management in alignment with international frameworks, alongside the continued implementation of the Leak Detection and Repair (LDAR) program. In 2025, PTTEP established a target to reduce methane intensity to below 0.2%\* by 2030 as well as a methane management strategic roadmap for all PTTEP's E&P operations with primary focus on reducing operational methane emissions. This includes engineering design improvements that enable low-emissions or no-emissions systems. PTTEP also elevated our methane emissions inventory using a measurement-based approach and developed plans for source-level measurements across major operating assets, enabling the identification of significant high-emission sources and supporting the development of methane reduction plan. As a result of clear methane emission target and strengthened reporting practices, the Company

achieved the Gold Standard Pathway under the Oil & Gas Methane Partnership 2.0 (OGMP 2.0) reporting framework.

Additionally, in 2025, PTTEP reached the Final Investment Decision (FID) for the CCS project at Arthit gas field (Arthit CCS Project). The project was endorsed as one of the GHG emissions reduction flagship projects under Thailand's NDC Action Plan on Mitigation 2021–2030, with an approved direction for the government to consider appropriate investment support measures. Extensive technical studies were completed to ensure project readiness, including subsurface assessments, storage site selection, engineering design, and the development of a comprehensive Measurement, Monitoring, and Verification (MMV) program. The project incorporates international CCS practices and advanced monitoring technologies to support long-term storage integrity and safe operations throughout its storage lifecycle. CCS operations are targeted to commence in 2028, with injection capacity planned to ramp up to approximately one million tonnes of CO<sub>2</sub> per year. The project is designed to operate without impacting natural gas production at the Arthit field and will also serve as a pilot project supporting future expansion of national CO<sub>2</sub> storage capacity.

\* In accordance with the calculation principles of the Oil & Gas Methane Partnership 2.0 (OGMP 2.0).

## 9.2.2 Offsetting Greenhouse Gas Emissions through Nature-Based Solutions

Implementing voluntary nature-based solutions (NBS) initiatives beyond PTTEP's boundary forms part of the Company's climate-action efforts, aligned with Thailand's national GHG management policy. As a key initiative under the NBS plan, PTTEP has set a target to conserve and restore 200,000 rai of forestations by 2030, aiming to increase CO<sub>2</sub> absorption areas, enhance biodiversity, and enrich Thailand's natural resources while promoting local community participation in natural resource conservation. This project is implemented in collaboration with the Ministry of Natural Resources and Environment, the Department of Marine and Coastal Resources, the Royal Forest Department, the Department of National Parks, Wildlife and Plant Conservation, and the Mae Fah Luang Foundation under Royal Patronage. In 2025, PTTEP secured government approvals to conserve and restore a total accumulated 156,130 rai of mangrove and terrestrial forests across 25 provinces, comprising 5,007 rai of mangrove forests and 151,123 rai of terrestrial forests. This resulted in an expected cumulative CO<sub>2</sub> absorption from forest conservation and restoration activities of approximately 0.35 million tonnes of CO<sub>2</sub> equivalent by 2030, which will be registered as high-quality carbon credits in line



Mangrove Reforestation Project

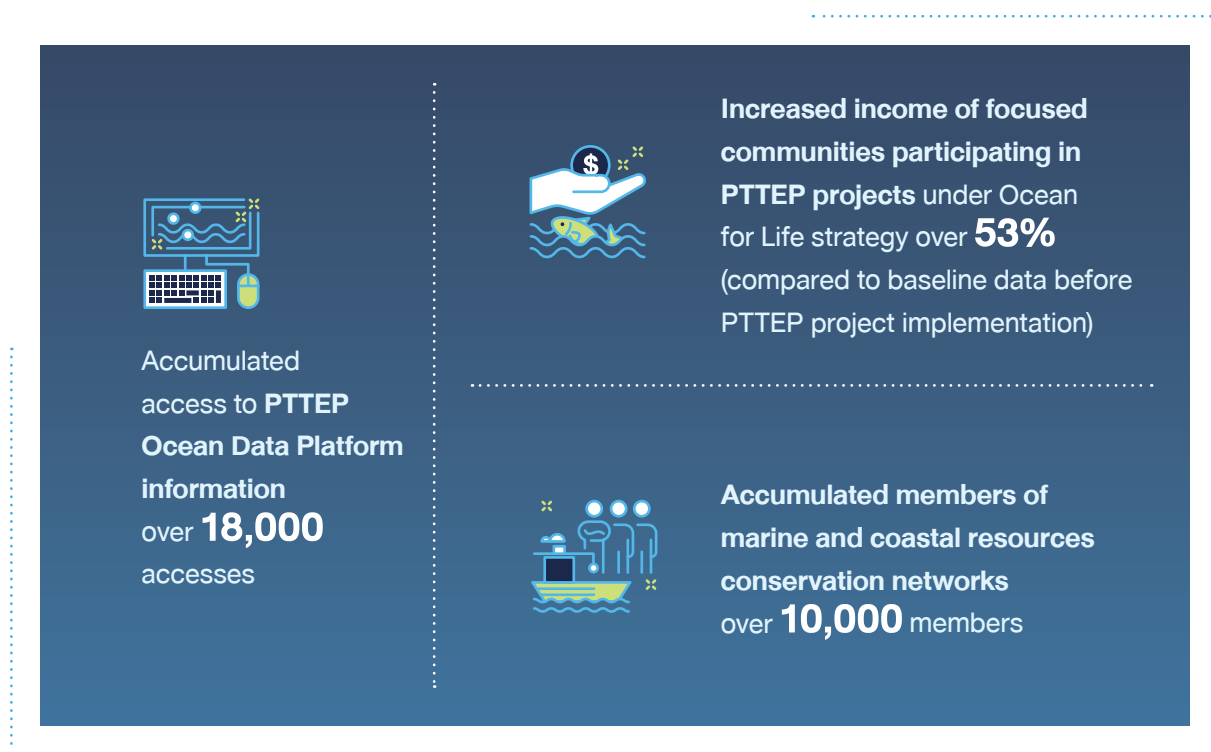
with the Company's offsetting strategy. Moreover, research and monitoring of forest conservation and restoration, conducted jointly with relevant agencies, indicate a tree survival rate of 87%–96%, surpassing the government benchmark of 80%. These efforts have additionally generated cumulative local employment and income of more than USD 7.4 million and fostered a growing network of over 4,400 community members actively engaged in forest protection and conservation. The project has achieved a Social Return on Investment (SROI) of 5.46:1.

To ensure effective and transparent carbon credit management, PTTEP established the Offsetting Governance and Management Standard, which defines structured framework for managing all offsetting activities, including governance, acquisition, disposition, and utilization of carbon credits for offsetting. As a result, PTTEP's carbon credit management encompasses systematic, transparent, and auditable risk management across all relevant areas.

In addition, PTTEP has initiated a feasibility study for the Biochar from Cassava Rhizomes Project for Sustainable Community Development in Suphanburi province, in collaboration with the Department of Climate Change and Environment (DCCE) and the Office of Natural Resources and Environmental Policy and Planning (ONEP). This initiative forms part of a broader partnership on climate action and biodiversity conservation, with aims to reduce GHG emissions and air pollution resulting from the open burning of agricultural waste. Furthermore, PTTEP signed a memorandum of understanding (MoU) with the Ministry of Natural Resources and Environment to promote the balanced and sustainable management of natural resources. Under this three-year collaboration plan (2024–2027), PTTEP commenced its support in 2025 by providing forest fire prevention equipment, an essential effort to strengthen national capacity to prevent and respond to wildfires. This initiative contributes to the protection of forest ecosystems and biodiversity while helping to reduce GHG emissions.

### 9.3 Safeguarding Marine Sustainability

Leveraging PTTEP's strengths as an upstream company with majority of operations located offshore, which we regard as our second home, the Company recognizes the importance of conserving and restoring natural resources, including marine ecosystems, by harnessing technological and innovative capabilities and collaboration with partners and communities. The approach aims to foster the systematic and sustainable management of natural resources and marine ecosystems through the Ocean for Life strategy. This strategy encompasses sustainable ocean-friendly operation, ocean health monitoring and blue carbon study, protection of marine ecosystem, and the improvement of quality of life for communities that depend on marine resources for sustainable self-reliance.



#### 9.3.1 Applying Technology for Ocean Health Monitoring

To support marine conservation and restoration, PTTEP dedicates to leveraging technology to enhance ocean health through collaboration and active participation from relevant organizations. One of our key initiatives is the installation of a marine telemetry station at Lom Phraya Jetty in Chumphon province – a collaborative effort between PTTEP and the Department of Marine and Coastal Resources (DMCR) under the Ocean for Life strategy. This initiative reinforces Thailand's Ocean Health Index (OHI) and promotes science-based ocean management.



Marine Telemetry Station

The installation of a marine telemetry station at Lom Phraya Jetty in Chumphon province aims at supplementing meteorological and oceanographic data in areas where monitoring stations are currently lacking. The system was designed and equipped with sensors to monitor key marine environmental parameters, such as water temperature, salinity, air temperature, and wind direction and speed. The collected data are integrated into the PTTEP Ocean Data Platform, which incorporates data quality control to ensure accuracy prior to public disclosure. These data play an important role in supporting climate change adaptation, marine weather forecasting, and early warning systems. Relevant government agencies and academic institutions, such as the DMCR, can utilize these datasets to enhance coastal management, guide ecosystem restoration, and support the development of more effective conservation measures. PTTEP also promotes broader and innovative applications of ocean science data by publicly sharing information from projects under the Ocean for Life strategy through the PTTEP Ocean Data Platform. In 2025, the platform recorded more than 18,000 cumulative data accesses.

### 9.3.2 Sustainable Community around the Ocean

PTTEP places strong emphasis on strengthening the capabilities of coastal communities through CSR projects under the Ocean for Life strategy, aiming to foster long-term self-reliance for the communities. One of the key initiatives is the Underwater Learning Center Project, launched in 2011 through the placement of decommissioned ships as artificial marine habitats at Koh Tao, Surat Thani province, and Koh Ngam Noi, Chumphon province. These man-made dive sites help alleviate pressure on natural coral reefs while providing additional habitats for marine life. A decade of ecological monitoring demonstrates a significant increase in biodiversity, alongside economic benefits exceeding USD 1.8 million per year for local communities and businesses. In 2025, PTTEP expanded the project in collaboration with the DMCR, the Faculty of Fisheries at Kasetsart University, and the Faculty of Painting, Sculpture and Graphic Arts at Silpakorn University. The initiative involves installing 93 underwater sculpture in the first half of 2026 at the Buoyancy World dive site near Koh Tao, one of Thailand's most significant artificial dive attractions.



Underwater Sculpture

The project incorporates community and stakeholder consultations with the objectives of reducing diver pressure on natural coral reefs and establishing a new sustainable underwater ecosystem learning site.

In parallel, PTTEP has implemented the Coastal Conservation Area and Fish Home Project under the Memorandum of Understanding on Ocean for Life with the DMCR since 2020. The project has established 15.5 square kilometers of coastal conservation areas and installed 31 fish homes across 17 provinces around the Gulf of Thailand. Constructed using natural and locally sourced materials such as coconut fronds, the fish homes provide shelter for juvenile marine species. Monitoring results indicate a marked increase in marine resource abundance, with local fishers reporting catch increases of over 54%, equivalent to 4,781 kilograms per year, generating substantial economic benefits for coastal communities. To further strengthen long-term conservation, PTTEP has also co-developed innovative permanent fish homes from bamboo-reinforced concrete – durable, environmentally friendly, and

designed to reduce plastic use. Community participation is embedded at every stage, from design and construction to ongoing maintenance, fostering a truly community-based coastal resource management.

The continued implementation of CSR projects under the Ocean for Life strategy reflects PTTEP's strong commitment to systematic marine conservation and restoration – from coastal zones to underwater ecosystems – through the integration of technology, local wisdom, and community participation to safeguard long-term marine resource abundance. As a result, income among participating focused communities has increased by 53.8% compared with baseline data prior to PTTEP's project implementation, and a cumulative network of 10,154 marine and coastal resource conservation members. Furthermore, PTTEP is currently engaging with the Indonesian government to explore the development of sustainable marine conservation initiatives as a long-term project, which will also be aligned with PTTEP's existing CSR projects under the Ocean for Life strategy.



Coastal Conservation Area and Fish Home Project

### 9.4 Building Stronger Society

In today's business landscape, companies are expected not only to achieve business purposes but also to contribute to building resilient and sustainable societies through long-term value creation for stakeholders. PTTEP therefore prioritizes systematic and effective stakeholder management, operating our business with due regard for the respect and protection of human rights across all operational areas. This extends to ensuring responsible engagement with vendors and suppliers through sustainable supply chain management, as well as collaboration with varied organizations to strengthen societal and community resilience in adapting to current and future climate change challenges.



\* Referenced from Global Gender Gap Report 2025, World Economic Forum

\*\* For operations in Thailand only

### 9.4.1 Respecting and Protecting Human Rights throughout the Business Value Chain

Human rights form a fundamental element of PTTEP's sustainability foundation. Operating across diverse geopolitical and social contexts, the Company recognizes the importance of effective human rights management and aspires to align our practices with relevant international human rights standards. In 2025, PTTEP continued to strictly implement comprehensive Human Rights Due Diligence (HRDD) process and enhanced our human rights risk assessment methodology to be more inclusive and effective by refining the specificity of inherent risk identification, enabling the Company to better address potential human rights impacts arising from business activities throughout the value chain.



Based on the 2025 human rights risk assessment review, which covered 100% of operating assets and non-operating joint ventures, two high-level risks – also identified as salient human rights issues – remain unchanged: workplace safety for employees and contractors, and environmental impacts on communities from the Company's operations. Subsequently, the Company has established mitigation plans for all identified high-risk and medium-risk human rights issues. PTTEP continues to closely monitor these risks and regularly evaluates the effectiveness of mitigation measures to prevent, mitigate, and reduce potential human rights violations. In addition, the Company maintains efficient grievance mechanisms and remediation processes in accordance with PTTEP's Human Rights Management System Guideline.

As PTTEP operates in multiple countries worldwide, the Company also prioritizes local employment in the countries where we operate while fostering diversity, equity, and inclusion (DE&I) to promote a workplace culture that embraces differences in age, experience, gender, ethnicity, and religion. In 2025, the proportion of local employment reached 81%. Female representation across all levels – directors, executives, and employees – stood at 32%, above the oil and gas industry average\*.

As a result of our continued dedication to strengthening human rights management in alignment with international standards, PTTEP was recognized with the Gold-Level Top-Tier Award for the 2025 Role-Model Organization on Human Rights in the State Enterprise Sector for the second consecutive year. This award, presented by the Department of Rights and Liberties Protection, Ministry of Justice, is granted to organizations that have received top-tier award for at least five consecutive years.

\* Referenced from Global Gender Gap Report 2025, World Economic Forum



2025 PTTEP Supplier Day

#### 9.4.2 Managing Supply Chain for Sustainability

PTTEP places strong emphasis on effective and sustainable supply chain management by requiring all vendors to sign and comply with the PTTEP Vendor Sustainable Code of Conduct. The Company also commits to strengthening a shared safety culture between PTTEP, suppliers, and contractors. PTTEP has therefore organized the annual Safety, Security, Health, and Environment (SSHE) Forum for more than 20 years to continuously enhance performance in these areas, aiming to become a zero incident organization and support the Company's Net Zero GHG Emissions target. Furthermore, PTTEP hosted the 2025 PTTEP Supplier Day under the theme "Moving Toward a Sustainable Partnership" to communicate sustainability directions and practices, while promoting digital tools to enhance operational efficiency and transparency. The event was attended by 172 domestic and international suppliers.

Additionally, PTTEP has developed the Procurement X.Bot system, leveraging AI and automation to streamline procurement processes, increase efficiency, ensure accuracy, enhance data-driven decision-making, and maintain compliance and transparency at every step. The system helped reduce average processing time by five hours per purchase order and decrease the backlog of pending orders by 50% within six months.

In addition, PTTEP consistently emphasizes green procurement for goods and services, along with initiatives to improve fuel efficiency across operations to reduce GHG emissions from combustion and mitigate the climate change impact. In 2025, PTTEP promoted green procurement with a total value of USD 1,233 million\*, representing a 5% increase from the previous year. One example of an initiative in 2025 was the improvement of the procurement process for offshore support vessel services. PTTEP incorporated fuel consumption as one of the evaluation criteria alongside price to incentivize operators to enhance energy efficiency. As a result, in 2025, PTTEP deployed 15 diesel-electric propulsion offshore support vessels in the Gulf of Thailand, contributing to a reduction in diesel consumption of approximately 10.8 million liters, equivalent to a 30% reduction compared with conventional diesel-powered vessels.

At the same time, the Company actively supports domestic suppliers to promote national economic growth through job creation and income generation within the country. PTTEP focuses on developing quality goods and services that meet our standards and requirements. In 2025, PTTEP supported domestic suppliers with a total value of over USD 2,534 million\*, reflecting a 15% increase year-on-year.

\* For operations in Thailand only

### 9.4.3 Strengthening Community Resilience for Climate Change Adaptation

Amid increasingly severe climate change impacts on broader communities, PTTEP has undertaken initiatives to develop and disseminate climate-related knowledge to strengthen community resilience. These efforts aim to equip communities with the capability to effectively cope with, adapt to, and recover from the rapidly evolving impacts of climate-related disasters, while also supporting long-term sustainable development among relevant stakeholders. In 2025, PTTEP collaborated with key partner organizations, including the Department of Marine and Coastal Resources (DMCR), the Royal Forest Department (RFD), and the Department of Climate Change and Environment (DCCE), to deliver training programs and knowledge-sharing activities on effective climate change adaptation. A total of six training sessions were organized, engaging more than 390 participants, including community leaders and representatives from organizations involved in PTTEP's CSR initiatives. The Company also collaborated with the DCCE to develop a "Train the Trainer" curriculum and learning materials on climate change adaptation for further dissemination of knowledge to

target communities by the trainers, in alignment with the National Adaptation Plan (NAP). The efforts aim to enhance community climate adaptation capabilities while supporting future environmental impact reduction approaches.

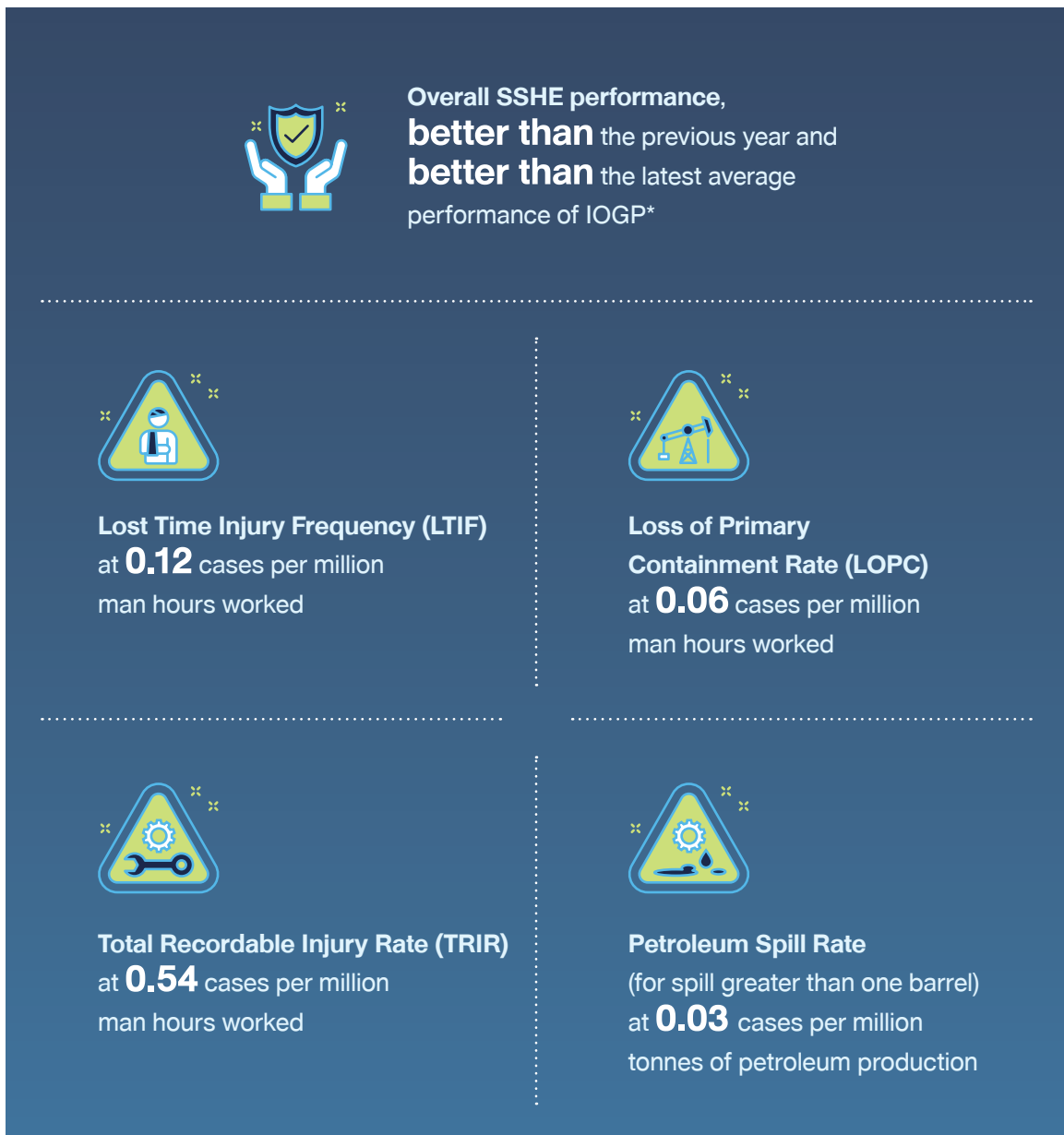
Furthermore, the Company partnered with the Hydro Informatics Institute (Public Organization), or HII, to initiate the development of a sea-level monitoring and early warning application, which is expected to be completed by 2027. In 2025, PTTEP and the HII selected four pilot communities vulnerable to sea-level variations along the Gulf of Thailand, located in Samut Songkhram, Surat Thani, Songkhla, and Nakhon Si Thammarat provinces, and installed four marine telemetry stations. Data collected from these stations are integrated with data from the HII's telemetry stations to support the development of sea-level forecasting models for the Gulf of Thailand. Additionally, marine data from PTTEP's offshore operations are used to validate the accuracy of these models. This project also contributes to building community networks and strengthening capacity in the pilot communities, while enhancing their ability to prevent and respond to flooding caused by both seawater intrusion and inland water sources.



Climate Change Adaptation Training and Knowledge Sharing

### 9.5 Strengthening Core Culture

Aside from the Company's commitment to developing employee capabilities, improving work processes, and advancing technology and innovation to support business growth, PTTEP believes that strengthening our core organizational culture among employees and relevant stakeholders is essential to driving the organization toward sustainability. This includes promoting a Courage Culture; fostering a strong Safety, Security, Health, and Environment (SSHE) culture; and reinforcing a Governance, Risk Management, and Compliance (GRC) culture through various activities to instill desired behaviors and encourage their consistent application across all work processes.



\* IOGP is International Association of Oil and Gas Producers



Courage Culture Promotion Activity

### 9.5.1 Promoting the Courage Culture to Elevate Organizational Values and Culture

In 2025, PTTEP implemented work plans and activities to promote the Courage Culture – one of the desired behaviors under the Company’s *EP SPIRIT* values – across the organization in a practical manner. This initiative aims to cultivate a psychologically safe working environment that enables all employees to confidently express constructive opinions, openly exchange perspectives, and actively listen to feedback to enhance work quality, decision-making, and overall team performance. These efforts help establish a shared understanding of the leadership responsibilities essential for fostering openness and encouraging participation from employees at all levels. The initiative has been advanced through several key activities – including leadership development programs that strengthen understanding and capabilities for creating psychologically safe teams, designated safe spaces that provide supervisors and team members opportunities to practice asking constructive questions and engaging in open dialogue, and the development of tools that support timely and constructive feedback.

The promotion of the Courage Culture through these key activities has enhanced leadership communication skills in building a psychologically safe work environment. This supports openness to diverse viewpoints, encourages straightforward and transparent discussions, and empowers team members to share ideas that drive continuous improvement. These efforts demonstrate PTTEP’s commitment to advancing and sustaining our organizational values and culture.





### 9.5.2 Cultivating a Proactive Safety Culture toward SSHE Excellence

PTTEP upholds Safety, Security, Health, and Environment (SSHE) as a core principle in conducting business, with a strong commitment to achieving a zero incident organization. This is accomplished through the promotion of a proactive safety culture and the continuous enhancement of work processes in alignment with the SSHE Management System. The Company has implemented key initiatives emphasizing the prevention of both personal and process safety incidents. These initiatives include the Short Service Employee Program (SSE), the Contractor Operation Safety Assessment (COSA), and the execution of the “Safeguarding Our Future – Preventing Major Accident Events (MAEs)” and “Guardian of Integrity” programs. In addition, the Company has introduced a new initiative in 2025, focusing on Learning from Normal Work (LFNW), which is integrated with the Human and Organizational

Performance (HOP) framework. This integration enables PTTEP to proactively capture critical insights and learn from successful day-to-day operations before incidents occur.

As a result of the Company's comprehensive efforts across these initiatives, PTTEP's overall SSHE performance in 2025 was better than the previous year, with a decreasing number of incidents compared to 2024. The results also benchmarked above the latest averages reported by the International Association of Oil and Gas Producers (IOGP). Key indicators include a Lost Time Injury Frequency (LTIF) at 0.12 cases per million man hours worked and a Total Recordable Injury Rate (TRIR) at 0.54 cases per million man hours worked. Additionally, the Company recorded a Loss of Primary Containment (LOPC) rate at 0.06 cases per million man hours worked, and a Petroleum Spill Rate for spills greater than one barrel at 0.03 cases per million tonnes of petroleum production.

### 9.5.3 Embedding and Expanding GRC Culture in All Areas

PTTEP places great importance on conducting business with transparency, efficiency, and a commitment to stability and long-term sustainability. The Company adheres to good corporate governance principles, ensures appropriate risk management and internal control, and strictly complies with all relevant laws and regulations. In 2025, the Company developed concrete work plans under the GRC Operating Model for both domestic and international projects, PTTEP subsidiaries, including future projects. The focus areas include GRC governance, management, monitoring, and reporting, as well as the development of digital systems to execute GRC data linkage between corporate GRC and other internal departments. This aims to maximize the utilization of GRC data and enhance process efficiency. Furthermore, the Company consolidated information across all GRC applications into PTTEP's centralized database, enabling employees to have consistent and comprehensive access to a single GRC data set.

PTTEP adheres to continuously promoting GRC as an integral part of corporate culture, ensuring that management and employees recognize the importance of applying GRC principles in both work processes and daily life, especially in dynamic business

environments. This has been carried out through communications and activities conducted both domestically and internationally. Example of initiative in 2025 included the "GRC Visit by Floor x Anti-Fraud and Anti-Corruption" campaign, which was organized to provide opportunities for management and employees to exchange insights and practical experiences, including precautionary lessons to prevent GRC-related errors, as well as to foster a culture of integrity. The campaign also demonstrated their affirmation against fraud and corruption through a joint declaration of intent.

In addition, PTTEP recognizes the importance of promoting good GRC practices among various stakeholder groups to strengthen collaborative business operations aligned with GRC principles. Accordingly, the Company organized activities and communications for suppliers, business partners, and external stakeholders in 2025, such as PTTEP Supplier Day and PTTEP SSHE Forum. PTTEP also shared GRC knowledge and experiences with public agencies, private organizations, Thai listed companies, and small and medium enterprises (SMEs), all of which play important roles in supporting and driving Thailand's economy, as well as international business partners such as Petroliam Nasional Berhad (PETRONAS) Malaysia, Petroleum Development Oman (PDO), and Oman LNG LLC.



GRC Visit by Floor x Anti-Fraud and Anti-Corruption Activity

# Attachment 1: Information of the Board of Directors, Management, Controlling Persons, and Company Secretary

## 1. PTTEP Board of Directors

As of December 31, 2025, PTTE Board of Directors consisted of 14 directors. Details of current directors are as follows:

### Mr. Chatchai Phromlert

Independent Director, Chairman of the Board of Directors and Chairman of the Independent Directors

**Age:** 64

#### Starting Date:

- Independent Director: November 14, 2025
- Chairman of the Board of Directors: November 14, 2025
- Chairman of the Independent Directors Committee: December 19, 2025

**% of Shareholding:** - None - / Spouse: - None -

#### Family Relationship Among Directors and Executives: - None -

#### Education:

- Master of Public Administration, Chulalongkorn University
- Bachelor of Arts (Political Science), Chulalongkorn University

#### Holding Directorship or Executive Positions in Companies Listed in the Stock Exchange of Thailand / or not more than 3 Organizations in which a State Enterprise is the Shareholder (not exceeding 5 entities in total):

- None -

#### Holding Directorship or Executive Positions in a Business Entity Not Listed in the Stock Exchange of Thailand:

- 2023 – Present  
Expert, Office of the Police Commission
- 2023 – Present  
Chairman, Anti-Money Laundering Office
- 2022 – Present  
Chairman, Management of the Local Development Fund Management and Administration Unit, Ministry of Higher Education, Science, Research and Innovation

### Useful Past Experiences for PTTEP:

- 2023 – 2025  
Chairman and Independent Director,  
PTT Public Company Limited
- 2023  
Chairman of the Enterprise Risk Management  
Committee, PTT Public Company Limited
- 2020 – 2021  
Chairman of the Provincial Electricity Authority
- 2018 – 2021  
Chairman of the Metropolitan Electricity Authority
- 2017 – 2021  
Permanent Secretary, Ministry of Interior
- 2015 – 2021  
Director, The Government Lottery Office
- 2019 – 2020  
Chairman of the Provincial Waterworks Authority

### Training of Thai Institute of Directors Association:

- Director Certification Program (DCP 176/2013)

### Other Training:

- District Chief Course (Class 38),  
Institute of Administration Development
- Senior Administrative Officer Course (Class 41),  
Ministry of Interior
- Senior Executive Course (Class 42),  
Office of the Civil Service Commission
- Public Economics Management for Executives  
Course (Class 3), King Prajadhipok's Institute
- National Defence Course (Class 49),  
National Defence College, National Defence  
Studies Institute
- Anti-Corruption Strategic Management for Senior  
Executives Course (Class 1), Office of the National  
Anti-Corruption Commission
- Politics and Governance in Democratic Systems  
for Executives Course (Class 16),  
King Prajadhipok's Institute
- Senior Executive Course in Urban Development  
Management (Mahanakorn Class 2), Bangkok  
Metropolitan Authority
- ASEAN Executive Management Program (Class 2),  
Office of the Civil Service Commission
- Senior Executive Program (Class 17),  
Capital Market Academy
- Senior Executives Program on Justice  
Administration (Class 19), Judicial Training  
Institute, National Justice Academy
- Advanced Political and Electoral Development  
Program (Class 7), Political and Electoral  
Development Institute
- Rule of Law for Democracy Program (Class 5),  
College of the Constitutional Court
- Executive Program in Energy Literacy for  
a Sustainable Future (Class 13),  
Thailand Energy Academy