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Performance Data	FY2021	FY2022	FY2023	FY2024	FY2025
Parental leave					
▪ Paid Parental leave for the primary caregiver (weeks)	16	16	16	16	16
▪ Paid Parental leave for the non-primary caregiver (weeks)	2	2	2	2	2
▪ Breast-feeding room	✓	✓	✓	✓	✓

Flexible Working Hours

The company recognizes the importance of enhancing work efficiency by increasing flexibility for employees to manage their time during work and private time. Bangchak has launched a flexible working hours scheme for daytime employees to encourage job productivity and quality of life in working-personal time management. There is a set of core work times, a lunchtime break, and flexible start and finish times. Employees can select when to start and finish work to facilitate managing their work time and personal time.

Work from Anywhere Policy

The company continues to support a Work from Anywhere Policy for employees whose work styles are suitable for working from home. Thus, employees are instructed to go into the office only as required and appropriate to promote greater employee work-life balance, as well as greater flexibility in their personal lives.

Part-time working options

The Company is committed to supporting employees' continuous learning and long-term career development. Rather than offering part-time working arrangements for employees pursuing higher education, the Company provides comprehensive support through its scholarship programs, enabling employees to pursue advanced studies while maintaining their employment status and career progression.

Employees who are awarded full-time scholarships, whether for Master's or Doctoral degrees in Thailand or overseas, continue to be recognized as employees throughout their study period. The Company continues to count their years of service, ensuring that they do not experience any disadvantage in terms of career progression or employment benefits while pursuing further education.

In addition, scholarship recipients continue to receive their salary and remain eligible for annual salary adjustments and bonuses in accordance with the Company's policies. This reflects the Company's principle that investing in employees' further education and capability development creates long-term value for both individuals and the organization.

By removing potential financial and career-related barriers to higher education, the Company encourages employees to pursue academic and professional advancement without the need to reduce their working hours or transition to part-time employment. This approach demonstrates the Company's commitment to talent development, life-long learning, and creating opportunities for employees to realize their full potential while contributing to the organization's sustainable growth.

Although the Company has not had a precedent case, in recognizing employees' circumstances. Therefore, employees who come across personal condition may seek initial consultation with their supervisor or even it is an unpaid leave of absence, the case shall be raised for discussion to the sub-Management Development Committee – Sub-MDC for consideration of individual circumstances and business requirements

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Childcare contributions

The Company provides a monthly child allowance for each eligible child to support employees with childcare-related expenses. This financial assistance helps employees access appropriate childcare services during working hours, promoting work-life balance and enabling parents to effectively fulfill both their professional and family responsibilities.

Metrics in Employees' Engagement Surveys

In tracking Employee matric, the following aspects are addressed in Employee Engagement Questionnaires
Job Satisfaction: metric refers to questionnaires as follows;

- This organization inspires me to do my best work every day.
- This organization motivates me to contribute more than is normally required to complete my work

Purpose metric: refers to a questionnaire as follows;

- Senior leadership provides clear direction for the future

Happiness: metric refers to a questionnaire as follows;

- I feel like I belong at this organization

Stress: metric refers to 18 open-end questions, which top 5 of which were chosen to be concern issues for improvement in order to relieve employees' stress.

- 18 Aspects of open-end questionnaires: Pay & Benefit, Performance Management, Work Process, Work environment, Communication, Career Development, Empowerment, Manager, Co-worker, Policies & Direction, Diversity & Inclusion, Empowerment/Autonomy, Enabling Infrastructure, Manager, Performance Management, ewards & Recognition, Senior Leadership, Talent & Staffing, Work Task, Career Path and Development, Engagement and Well-being, Wellness, Others

long-term incentive program

The company has implemented long-term incentive programs in the form of restricted stock units and has allocated common stock under the Employee Stock Option Program (ESOP), distributing shares to employees for three consecutive years to support the company's long-term employee incentive strategy, coverirg 100% of employees.

The Bangchak Ownership Program is a long-term incentive program designed to encourage sustainable business performance and employee engagement. The program aligns employee interests with the Company's long-term goals by linking incentives to key sustainability and business performance indicators.
The program incorporates sustainability targets across these areas:

- Social: Workplace safety, community engagement, and employee engagement.
- Environment: Greenhouse gas (GHG) emissions reduction, water management, and energy efficiency.
- Governance: Innovation projects, low-carbon business development, corporate governance award, green business initiatives, and EBITDA performance.

The Ownership Program supports the Company's commitment to sustainability and contributes to Sustainable Development Goal (SDG) 8: Decent Work and Economic Growth by promoting employee development, improving operational efficiency, and encouraging high-quality, sustainable work performance.

The program also serves as a long-term employee engagement and retention initiative. It motivates employees to achieve individual and organizational goals, encourages a sense of ownership, and strengthens their commitment to the Company's long-term success.

This program allows them to participate in the company's long-term growth as shareholders. Depending on market conditions, employees may benefit from future increases in the company's share value.

Talent Attraction and Retention

Human Capital Return on Investment

Human Capital Return on Investment	Currency	FY 2022	FY 2023	FY 2024	FY 2025
Total Revenue	THB	328,017,357,411	385,853,022,710	589,877,433,369	507,569,877,270
Total Operating Expenses	THB	281,748,692,278	352,114,899,628	560,039,168,970	479,347,493,850
Total employee-related expenses	THB	2,466,797,249	2,517,022,106	2,877,092,544	2,241,408,314
Resulting HC ROI	Ratio	19.76	14.40	11.37	13.59