

Training and People Development



Learning methods (externally/internally) offered for employee development include

Teams and Networks

Professional Network Workshop: Best Practices in Corrosion Under Insulation (CUI) Management (Hybrid)

As part of team and professional networking learning, representatives from Bangchak Corporation Public Company Limited (BCP) and Bangchak Sriracha Refinery Public Company Limited (BSRC) participated in a knowledge exchange workshop on best practices in Corrosion Under Insulation (CUI) management. This workshop served as a platform for cross-company learning, professional networking, and the exchange of technical expertise related to asset integrity and corrosion management.

During the workshop, BSRC shared real-world experiences and lessons learned in managing CUI risks in refinery operations to enhance equipment reliability and reduce the likelihood of hydrocarbon spills and process safety accidents.

Key topics presented included:

- An overview of the economic impacts and consequences of CUI in the refining industry.
- CUI incident statistics and lessons learned from BSRC over the past ten years, including an analysis of key contributing factors.
- Application of Risk-Based Inspection (RBI) methodology to prioritize inspection activities and optimize resource allocation.
- Assessment of the probability of CUI according to API 583 standards and identification of high-risk locations.
- The selection and evaluation of the effectiveness of inspection techniques, including visual inspection, ultrasonic testing (UT), and pulsed eddy current (PEC), based on API 581 principles.
- Case studies of high-temperature CUI, including root cause analysis and preventive measures.
- Summary of lessons learned and recommendations for strengthening the CUI management system to improve operational safety and asset reliability.

Learning Outcomes and Networking:

Sharing BSRC's operational experience and expertise in CUI management with professional networks engineers and technical personnel.

Increasing participants' understanding of the application of API 581 and API 583 standards in inspection planning and risk management.

Facilitating the exchange of best practices and technical knowledge between organizations to enhance corrosion management and mechanical integrity programs.

Enabling participants to apply the acquired knowledge to develop inspection programs, maintenance planning, and mitigate subinsulation corrosion risk in their own assets and facilities.

Strengthening professional networks and collaboration between Bangchak Corporation (BCP/BSRC) and professional networks, promoting continuous learning and knowledge exchange in asset integrity and corrosion management.

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“Cooperation” to “Collaboration” between BCP and Professional Network

Professional Network shared earthquake-related inspection methods during the site visit in April, followed by a workshop in November, with a particular focus on slosh tank calculations.

At the same time, Professional Network continued to promote Digital Transformation by implementing the system to store and manage digital records for critical equipment, while using the system for less-critical equipment. These systems enable data to be viewed more efficiently and support AI-based data extraction, helping improve the effectiveness of Maintenance and Reliability activities.

In addition to Maintenance and Reliability, BCP also expressed interest in exchanging knowledge on Logistics and Energy Saving. In response, Professional Network introduced two key initiatives:

- AI-based calculations to reduce working hours associated with vessel allocation. Although the system is still under development, it has strong potential to improve logistics efficiency in the future.
- Technology that can be used to separate and recover hydrogen from off-gas to support BCP's SAF production. This demonstrates how knowledge in energy saving can be further developed into opportunities for clean energy and future business development.
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Overall, looking at FY2025, the collaboration between Professional Network and BCP was not limited to addressing immediate operational issues. It involved the exchange of knowledge and technologies across multiple areas, including Maintenance, Reliability, Digital Transformation, Logistics, and Energy Saving, with the aim of improving operational efficiency and creating new opportunities for future development.

Cultural Education and Recognition

The Company places strong emphasis on fostering an inclusive workplace where employees from diverse cultural backgrounds are respected, valued, and empowered to work together effectively. As part of its commitment to Diversity, Equity and Inclusion (DEI), the Company actively promotes cultural awareness and cross-cultural understanding across the organization.

In 2026, following the integration of a newly merged business from Hong Kong, the Company organized a Cultural Integration Sessions for Hong Kong employees and Head Office employees in Thailand. This session served as a platform for mutual cultural exchange, helping employees better understand and appreciate differences in nationality, language, traditions, customs, and important cultural and national celebrations. Beyond cultural awareness, the program also focused on integrating work practices, organizational values, business ethics, and ways of working across different cultural contexts to strengthen collaboration, enhance communication, and build a unified organizational culture.

In addition, the Company recognizes and respects religious diversity among employees and has established policies and practices that support freedom of religion and belief. Employees are provided with leave entitlements that accommodate various religious observances and cultural practices through a Leave Policy

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in Respect of Multi-Cultures and Religious Practices, including leave for Buddhist monk ordination, the Hajj pilgrimage, other religious ceremonies and beliefs, as well as leave for religious observance and spiritual activities. The Company also periodically organizes Dhamma talks and other well-being and spiritual development programs to support employees' personal growth and promote an inclusive and respectful workplace environment for all.

The Company actively supports employees' participation in international exchange and development programs that promote cross-cultural understanding, global collaboration, and knowledge sharing. One notable initiative is the participation of employees in programs organized by the Japan Cooperation Center for Petroleum and Sustainable Energy (JCCP) in Japan.

Through this long-standing partnership, employees are provided with opportunities to engage with participants from Japan and various countries across Asia, the Middle East, and other regions of the world. The program aims to strengthen international cooperation and build lasting relationships among participating organizations while fostering mutual understanding and respect for cultural diversity.

Beyond technical and industry-related learning, the program emphasizes cultural exchange, appreciation of historical heritage, and exposure to diverse perspectives and working styles. Participants gain valuable insights into different cultures, traditions, and social contexts, enabling them to develop a broader global mindset and enhance their ability to work effectively in multicultural environments.

The Company has continuously supported employee participation in this program for more than 10 years, reflecting its commitment to developing globally minded talent, promoting diversity and inclusion, and strengthening international partnerships that contribute to sustainable business growth and cross-cultural collaboration.

Transition program for retiring and terminated employees

The Retirement Preparation and Financial Wellbeing Program is designed to prepare employees approaching retirement, including those aged 45 and older, to plan and adapt to a secure post-retirement life. The program covers:

- Overview of retirement planning;
- Assessing the retirement funds you should have;
- Gathering financial resources for retirement;
- How sufficient is your retirement fund?;
- Managing money after retirement;
- Investment;
- Expense management;
- Earning money

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The program covers financial planning, savings and fund management, tax planning, and retirement planning. It begins with an assessment of employees' personal retirement resources, including provident funds, statutory severance benefits, Social Security and government benefits, as well as personal savings and assets as:

- This project prepares employees to convert skills into income.
- To work as a consultant for an organization or company.
- Veteran Influencers
- Avenger planner
- Sow seeds and plant trees.
- Sell photographs or drawings.
- Airbnb accommodation.
- Charitable organizations or associations.
- Write a book or translate an article.
- Make and sell desserts or food.
- Open a restaurant or coffee shop.

The program also provides knowledge on post-retirement asset management and investment, financial risk management, fraud awareness and prevention, and ways to generate income after retirement. Practical examples and activities are included to help participants design a retirement lifestyle that is appropriate for their individual needs and circumstances.

To support practical application, the program also provides an Individual Financial Consultation Clinic, allowing employees to receive personalized advice on their financial situation, retirement goals, and appropriate approaches to managing their finances.

The key objective of the program is to support employees' readiness across three dimensions: Financial Well-being, Physical Health, and Mental Well-being, enabling them to make a smooth transition from working life to retirement with financial security, a good quality of life, and greater well-being

Disclosure of the quantitative business impact of any of the programs mentioned

Project Name	Objective	Business Benefits
The Smart Supervisor Academy (Operators)	The training program is designed to enhance the potential of Operators within the Refinery and Trading Business Group, with the objective of preparing them for future supervisory roles. The program emphasizes practical application of work development initiatives through the use of Design Thinking methodologies, while also integrating leadership development components.	• Prepare future leaders by equipping Operators with the necessary skills and mindset to assume supervisory roles. • Enhance interpersonal and professional competencies, including effective communication, accountability, goal achievement, and the application of structured thinking for work design and development.

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	A total of 51 participants took part in the program, with 63 training hours per person. Key training modules include: • Team Connectivity • Effective Communication • Ideation and Brainstorming Techniques • Knowledge Sharing Practices • Solution Development • Project Development and Pitching Skills • Technical Knowledge of Process Plants and Equipment	• Improve operational efficiency through the implementation of development initiatives proposed by program participants. • Generate measurable business impact, with projected benefits valued at 12.5 million Baht.
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Project Name	Objective	Business Benefits
Wrong DI 2025	WRONG DI is Bangchak's internal innovation program that empowers employees to transform ideas into practical business solutions. Conducted for 3rd consecutive year in 2025, the program generated more than 250 ideas through its online platform. 15 high-potential teams were selected to participate in Innovation workshops and mentoring, strengthening their capabilities in customer discovery, hypothesis testing, market validation, business model development, and evidence-based pitching. The program upskilled 62 participants through 15 hours of training, with each team received 3 hours of project mentoring. In addition, selected projects from previous WRONG DI cohorts were implemented in collaboration with relevant business units, translating employee-led ideas into practical business applications.	- Support and empower to generate and develop innovative idea - Foster collaboration and synergy across the organization to enhance business, product and services. including go-to-market opportunities. - Drive the creation of new business, product and services including go-to-market opportunities. - 3 new project from this program create potential 562 MB